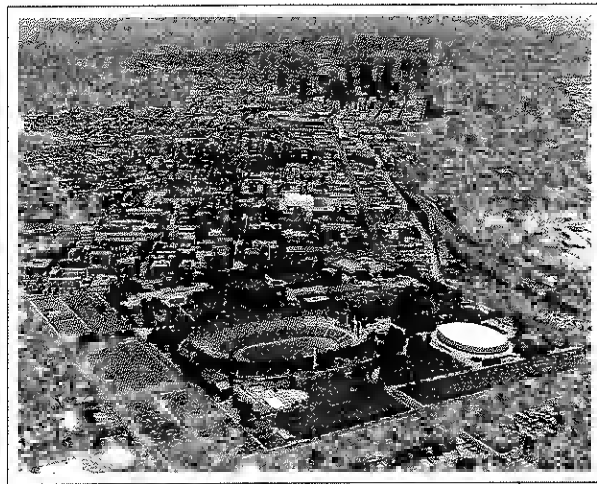


VOLUME I

California Museum of Science and Industry Exposition Park Master Plan

Los Angeles, California



ZIMMER GUNSUL FRASCA PARTNERSHIP

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ZIMMER GUNSUL FRASCA PARTNERSHIP
WITH
PETER WALKER AND PARTNERS
THE PLANNING GROUP
JOSEPH A. WETZEL ASSOCIATES, INC.

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OVERVIEW / A VISION FOR EXPOSITION PARK

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Preface

This summary master plan report is presented in a somewhat unusual format, simply because none of the usual formats seemed appropriate to the task. We will briefly review the history of Exposition Park, how it got to its present state, and who played and is playing a vital part in its development. Next we seek to illuminate reasons for our inability to experience, or think about, or describe, or even imagine the Park as a whole. We admit our failure to find the means (or reasons) to create (or recover) the singular, compelling image of wholeness which *beaux arts* or "City Beautiful" park plans must have. But we also admit our excitement on finding what we believe is a viable alternative.

We find that Exposition Park is fragmented and layered, both in history and in morphology. In both, the Park is a microcosm of urban Los Angeles, which is reason enough not to even attempt to reduce its complexity to a *plan*, or even *alternative plans*. Rather we aim to describe a serial planning process that is understood as just beginning; one that treats Exposition Park as it is. We aim to treat the place instead of a plan of the place, and thereby to initiate a kind of understanding which is less reductive. In describing our planning efforts to date, we hope to provide a narrative format that is meaningful, that captures the imagination, and that begins to build the story of the renewal and healing of Exposition Park.

The Tradition

The Open Space Ideal

In the Tradition of Great Urban Parks

From Pressure Ground...

To Spectator Sports

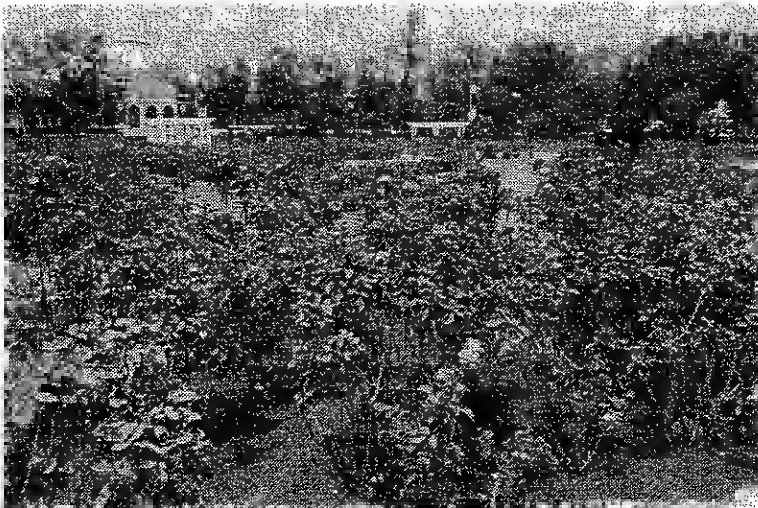
Recent History

The Open Space Ideal



3

The existing conditions in Exposition Park might be seen as the direct results of the interplay of different ideals concerning nature or open space in American history. Is open space there to be used (for convenient parking lots or whatever), or is open space there (in the Rose Garden) as an embellishment to the city?



4

As with most Great Urban Parks in the United States, such as Central Park in New York or Golden Gate Park in San Francisco or Balboa Park in San Diego, the creation and history of Exposition Park must be understood in terms of the predominant American attitudes toward nature or open space. The dominant attitude is *utilitarian* and *progressive*: nature is there to be subdued, transformed, and used. A second strain of thought is *primitivist* and argues that nature is valuable as an antidote to civilization and especially the city; while a third Jeffersonian view is *pastoral* and calls for harmony between the works of man and nature.

Although the progressive ideal of valuing open space primarily for its usefulness still strikes a deep chord in most of us, so does its opposite. The more that life in the city presses down upon us, the more we value nature as escape or relief valve from those everyday pressures. The pastoral ideal of striking a balance between nature and civilization also resonates deeply in American society as a reaction to a strictly utilitarian view of nature.

Indeed, metropolitan Los Angeles could be viewed as a paradox in these terms. While no one would argue that Los Angeles is not the result of the wholesale exploitation and transformation of its natural setting, one can also consider Los Angeles as perhaps one ultimate expression of the pastoral state of *in-betweenness*: neither *nature* nor the traditional *city*.

In the Tradition of Great Urban Parks

If the third, Jeffersonian, ideal about nature or open space is viewed in American history as a persistent alternative to the dominant utilitarian attitude, then the emergence of the Great Urban Park in nineteenth century America could be viewed as a *natural remedy* to the progressive pressures and evils of city life. As realized through the visionary ideas and designs of leading nineteenth century landscape architects, such as Frederick Law Olmsted and Andrew Jackson Downing, the Great Urban Park sets out initially to reconcile the city with nature, and secondly is conceived as an outlet for the mixing of the citizens of the city.

The successful park was a marriage of town and country, and the Olmstedian vision of the park was *romantic* and pastoral. Park designers and the public at large began to notice the reciprocal relationship between two ideas: 1) that, to be recognized as truly civilized, a city must be appointed with well-maintained public parks, plazas, and pleasure grounds; and 2) that these public open spaces would have, over time, remarkable civilizing effects on the inhabitants of a city.

An important aspect of urban parks, as conceived by Olmsted, Downing, and their contemporaries, was provision for overlapping and complementary functions: recreation, education, social interaction, and the cultivation of civic and cultural awareness. Hence, at their finest Great Urban Parks are sources of health and pleasure, works of art, *and* powerful influences on the evolution of the city.



Since the nineteenth century, parks have been viewed as a mechanism for urban social integration, and as a way to introduce the delights of nature into the center of the city. Within the Great Urban Parks, however, provisions for recreational facilities have become more and more important to those who use the parks, often at the expense of the purely pastoral qualities of the nineteenth century park.



From Pleasure Ground ...



7

In the late nineteenth century a wooden gateway stood at the entrance to the pleasure grounds of the Southern District Agricultural Society.



8

Community recreational facilities, such as lawn bowling greens, were included in the original plan for improvements to Exposition Park.

American parks created at the turn of the century were generally conceived as *pleasure grounds* for both active play and the contemplation of nature's beauty. The early history of Exposition Park is about the continuing cultural refinement of the pleasure grounds idea. It began as Agricultural Park in the 1870's, when 160 acres were set aside for the uses of the Southern District Agricultural Society: including the area between Exposition and Martin Luther King and Vermont and Figueroa. In the 1880's the newly created Sixth District Agricultural Association found it necessary to sell off the western portion (between Menlo and Vermont) and the southern portion of the tract to pay debts.

By the turn of the century, saloons, racing, and gambling on the grounds of Agricultural Park resulted in public outcry. Headed by attorney W.M. Bowen, this movement led to the transformation of Agricultural Park into Exposition Park. At its opening in 1913, coinciding with the inauguration of the Los Angeles Aqueduct, Exposition Park reproduced the aspirations of the "City Beautiful" movement in Los Angeles. Surrounding a seven-acre "sunken garden" laid out according to *beaux arts* design principles were three structures: an Exposition Building built by the state for the Sixth District Agricultural Association, a state-funded National Guard Armory, and a domed Los Angeles County Museum of History, Science and Art. In addition the park included fountains, athletic fields, and a speedway on the future site of the Coliseum.

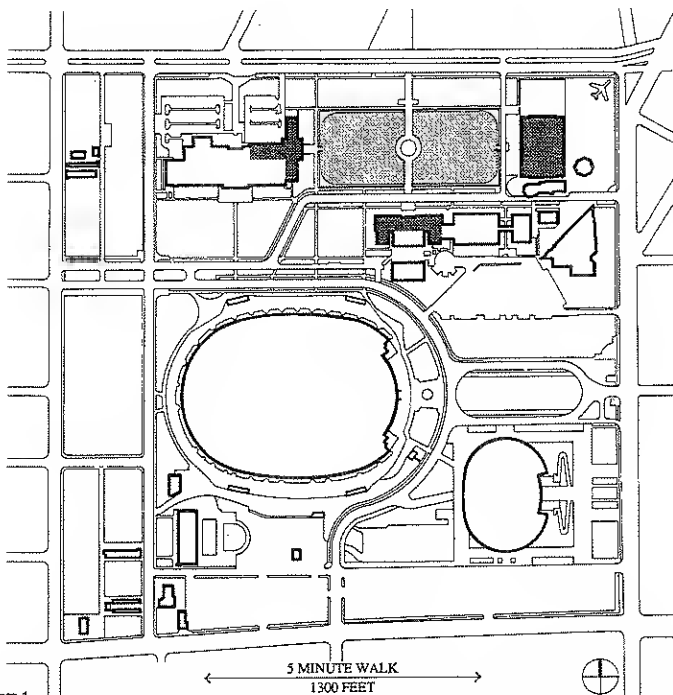


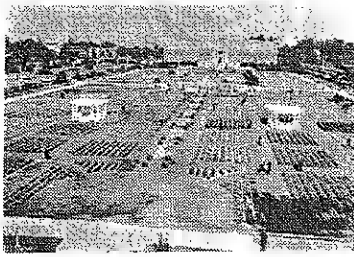
Diagram 1

The historic core of Exposition Park is the sunken Rose Garden surrounded by institutional buildings on three sides and oriented to Exposition Boulevard.

To Spectator Sports

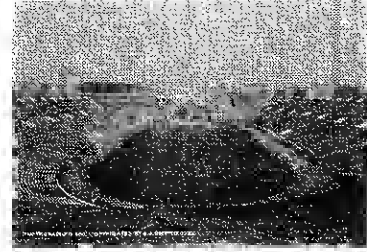
With the final transformation of the sunken garden into a display Rose Garden in 1928, the idea of Exposition Park as pleasure ground reached its culmination. Gradual landscape additions to this space in the 1920's were paralleled by the growing importance of a different idea about the park's purpose. From the 1920's, urban parks slowly began to lose their primary identity as pleasure grounds; parks were no longer a means to solve the problems of cities, but were places to get away and have fun. American parks were now conceived as *recreation facilities*. Park environments were made to accommodate large numbers of people for recreational purposes as spectator sports became an increasingly popular form of recreation in American society.

The development of Exposition Park mirrors this national trend more or less exactly. By 1920 the City and County of Los Angeles and the State of California jointly agreed to construct a large sports stadium in the Park, and the Los Angeles Memorial Coliseum seating 75,000 spectators was completed in 1923. Preparations for the 1932 Los Angeles Olympic Games brought further improvements. The Coliseum was enlarged to seat more than 100,00 spectators, and the Olympic Swimming Stadium was built southwest of the Coliseum, along with a children's playground immediately south of the Coliseum. Finally in 1959 the Los Angeles Sports Arena was dedicated, with permanent seating for 15,400 spectators for basketball and up to 17,400 seats for convocations.



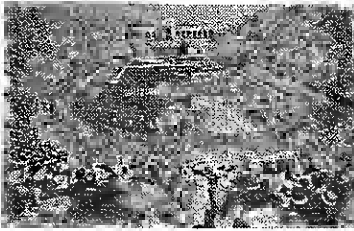
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Upon completion the Rose Garden included more than 15,000 rose bushes. The centerpiece Frank Flint Memorial Fountain was added in 1930.



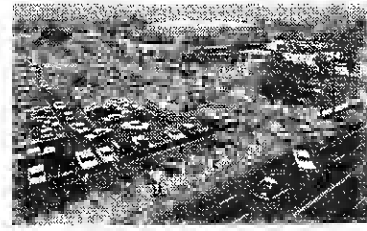
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The Los Angeles Memorial Coliseum as it appeared in 1923 boasted 75,000 seats arranged in a horseshoe closed by the east paristyle.



11

An enlarged Coliseum hosted the X Olympiad in 1932, and the XXIII Olympiad returned in 1984.



12

Facilities provided by the Coliseum are complemented by the indoor Los Angeles Sports Arena.

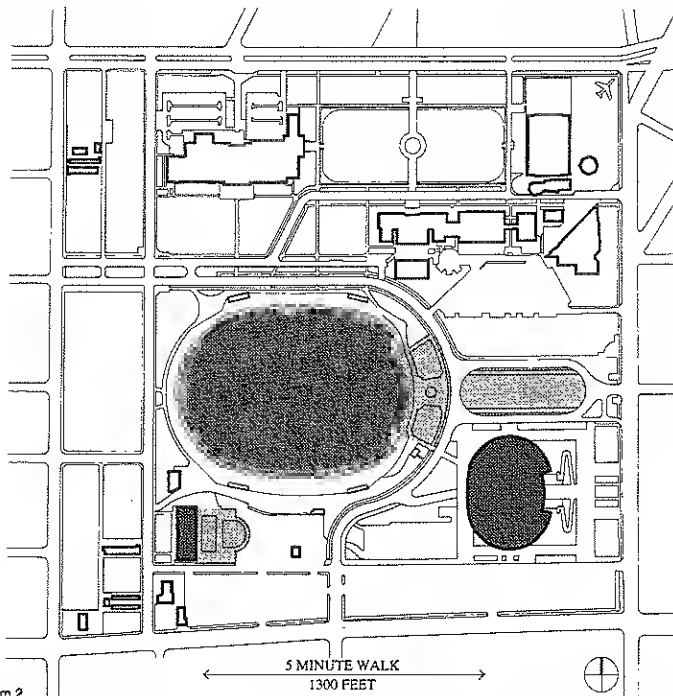


Diagram 2

While the earlier beaux arts grouping of museums faces Exposition Boulevard, the cluster of spectator facilities with the Coliseum at the center faces Figueroa, with an imaginary boundary between "museum" and "sports" districts along North Coliseum Drive.

Recent History



13

A 1948 photograph shows parking on vacant lots between houses and apartment buildings, especially along Menlo, but relatively little impact on the open space in the Park itself.

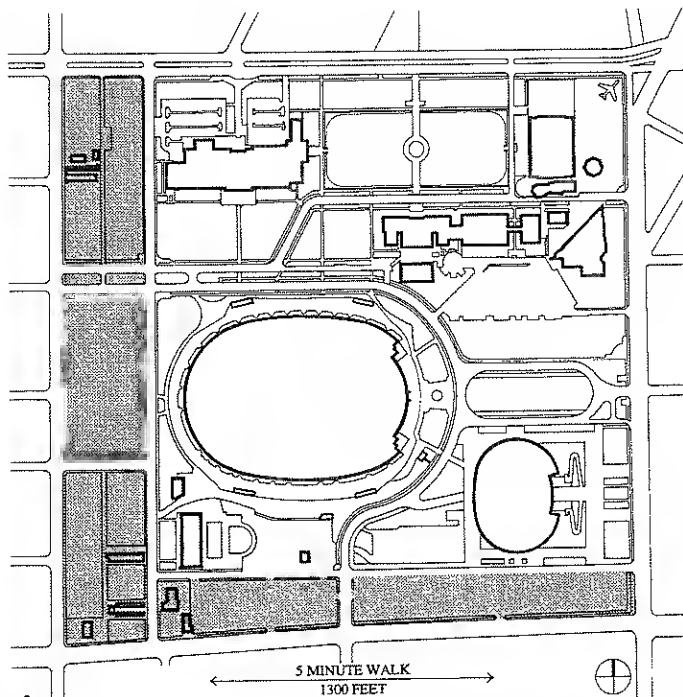


Diagram 3

Area (shown shaded) lost to Exposition Park in the 1880's in order to retire debt has been mostly restored to the Park, as parking lots to service spectator-oriented major events.

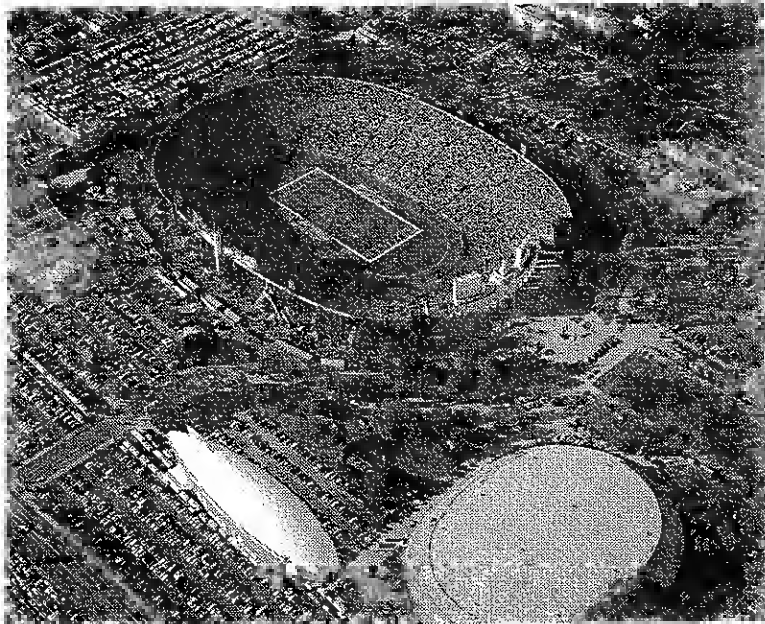
Following World War II Exposition Park can be described as evolving along two roughly parallel courses. On the one hand the overall *area* of the Park can be said to have increased significantly. On the other, there has been progressive *erosion* of the type of open space for community recreation, always assumed to embody the heart of a Great Urban Park under either ideal conception: pleasure ground or recreation facility. An Automobile Club map of 1938 still portrays a reduced Exposition Park, bounded by Menlo Avenue on the West and separated by a row of private properties from Martin Luther King Boulevard on the South. It also shows a Park unencumbered by either parking lots or the extensive provisions for automobile circulation which became increasingly common after the war.

In recent years the Coliseum Commission (joint powers authority overseeing the sports facilities) and the State of California (represented by CMSI) have worked together to restore Exposition Park to its original boundaries. Virtually all private parcels, excepting a few remaining between Menlo and Vermont Avenues, have been purchased. As they have been assembled, parcels along the southern and western edges of the Park have become parking lots. However, demand in recent decades for convenient parking for spectator sports events has far outstepped the modest growth in supply, even though *all* the area added back to the Park has been in the form of *parking lots*.

Recent History

While land added to the Park's perimeter was added as parking lots, the interior of Exposition Park meanwhile was pressed along another course. Like most urban parks in America, when the concept of recreation facilities replaced the concept of pleasure grounds the value placed upon open space changed as well. The modern ideal of *organized leisure* supplanted the romantic ideal of *leisure in nature*. Satisfying the needs of institutions, museums and sports facilities, is an obvious priority as those institutions become more valued leisure or recreational outlets to the general populace of the city. In the last three decades facilities were built in the Park to satisfy the growing needs of the institutions, in addition to the Sports Arena, and some open space has been claimed to satisfy growing parking requirements for enlarged institutions.

The net result of these changes is a kind of schizophrenia about the image of Exposition Park in the collective mind of Los Angeles. Exposition Park as the object of this master planning effort comprises the original area bounded by Exposition, Figueroa, Martin Luther King, and Vermont. But Exposition Park, *imagined as a Great Urban Park*, has virtually ceased to exist. Now there are many images, depending mostly upon one's particular interest in the Park: in its history, in its museums, in its sports facilities, or in it as pleasant open space for community use. The result, therefore, is erosion of any idea of Exposition Park as a whole: as a *shared* metropolitan resource and destination.



14

The insatiable demand for parking generated by major sports events in the park is graphically portrayed in a recent photograph. Note that lawn areas between the museums and the Coliseum are being employed for event parking.

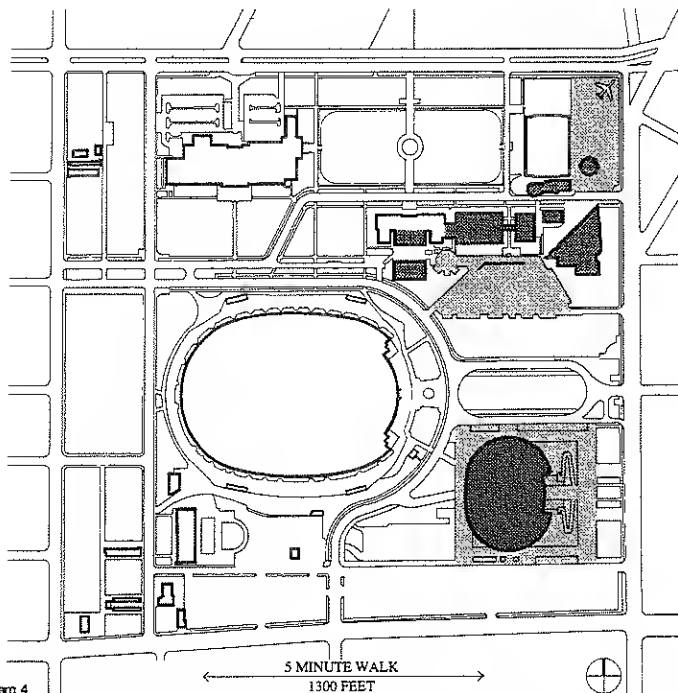


Diagram 4

Tha decades following World War II witnessed the consumption of open space within the Park, in satisfying the needs of the institutions for additional facilities and parking lots.

Taking Ownership

Open Space and Parking Lots

Enclosure and Fragmentation

Whose Park Is It

The Planning Process

Open Space and Parking Lots

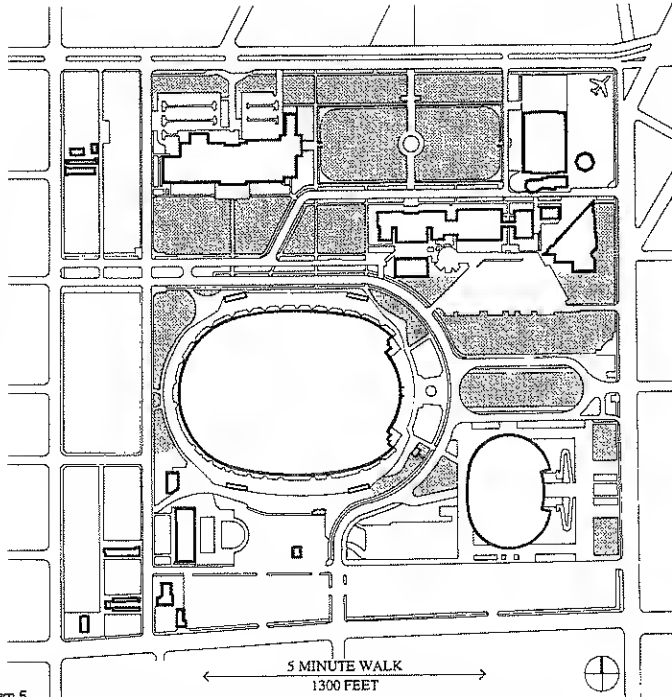


Diagram 5

Existing open space in Exposition Park is shown shaded above, while existing parking lots are shown shaded below. One notes that open space is concentrated in the north and east sectors of the park, near the historic core, while parking is concentrated in the south and west sectors, facing the community.

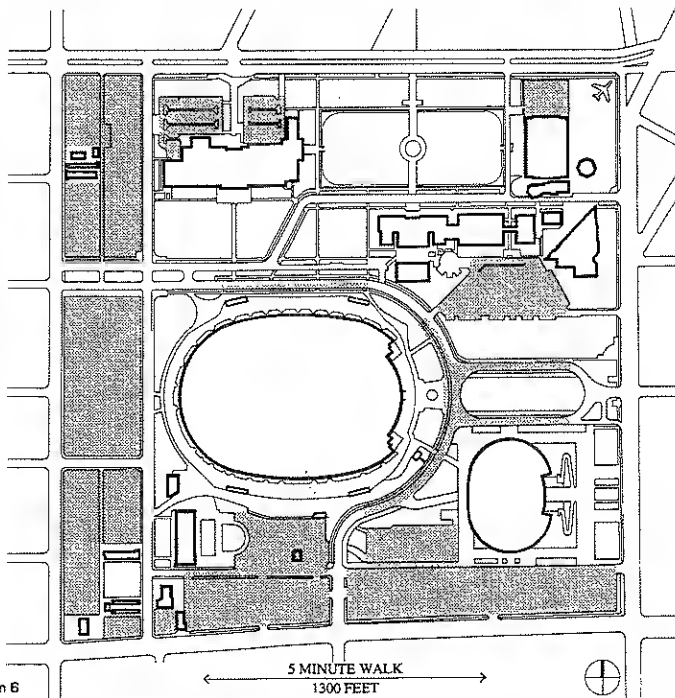


Diagram 6

We noted two forces which worked to transform Exposition Park in recent decades. First came a shift in the idea of what a park is: from pleasure ground to recreation facility, with increasing emphasis upon spectator sports. Second, during the postwar years, came a growing reliance on the automobile, especially in Southern California.

We saw, even in prewar photographs of the Coliseum, how demand was growing for major event parking in the neighborhood of Exposition Park. The contemporary model for a major sports facility is clearly fulfilled by Dodger Stadium or Anaheim Stadium; the stadium is best set down into acres of convenient parking, rather than in a park. Moreover, in recent years income from the operation of the approximately 6,400 permanent parking spaces in the Park has become a primary source of funds for park operations. Hence, the parking lots would appear to be necessary to the survival of the park they are destroying.

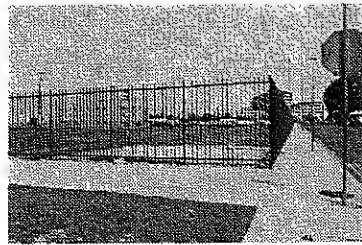
But the issue does not die easily. As with the July 1985 plan for Exposition Park, sponsored by the Los Angeles Community Redevelopment Agency, the persistent *underlying theme* in all current discussions about the Park's future is the *conflict* between accommodating automobiles and people in the same limited space. The sports facilities desperately need to hang on to the parking spaces they have, and would like much more; the surrounding center city neighborhoods desperately need open space for recreation and would like to restore open space to the Park.

Enclosure and Fragmentation

The idea of a great urban park is openness and accessibility to all citizens of the city. Indeed, as we noted in the genesis of this idea, parks were fundamentally conceived as a kind of *aesthetic* mechanism of integration for sustaining cultural values which are threatened by city life. But if parks once were conceived as social mixers, this idea has fallen on hard times.

The devalued state of the idea is reflected directly in the current state of Exposition Park. Valuing the land for its *usefulness*, for parking and for recreational and cultural facilities, is merely the first step. Because the process of developing special facilities for special interests has often alienated other interests, Exposition Park has become fragmented and balkanized, both as an *idea* and in its *physical state*. Parts of the Park have been in effect removed from the public realm by fencing them; parts of the public realm of the Park have become at least semi-privatized. Between fences remain meager pathways resembling mean streets: unattractive, unloved, uncared for, and (perhaps even) unsafe.

The fragmented Park is not loved by everyone, and perhaps not even by anyone. Enclosed areas belong to others and leftover spaces are seen as belonging to no one. Polarities in the Park replicate polarities of interests in the city at large, and the community interests of South Central Los Angeles in Exposition Park are most often divorced from metropolitan interests in important cultural and sports facilities occupying the Park.



15



16

The pattern of enclosing areas for special interests creates an overall climate of "otherness" in the Park, where left-over zones are experienced as alien and belonging to no one in particular.

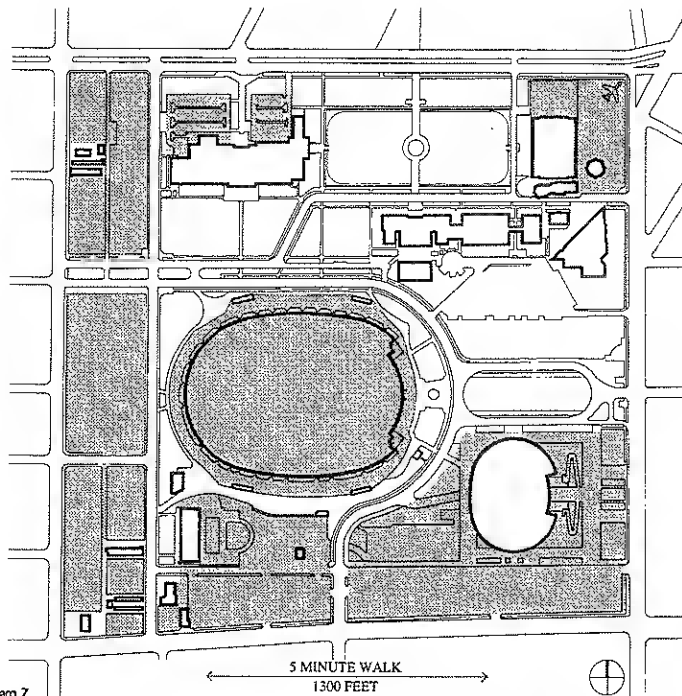
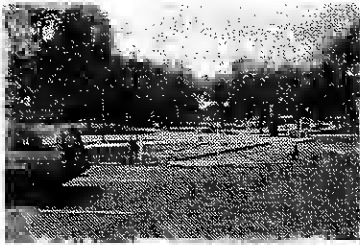


Diagram 7

A pattern of linear "public" pathways between "semi-private" enclosures (shown shaded) in the Park reflects the pattern of the City as a whole. However, closing off areas to public access does not square readily with the idea of openness and accessibility in a park.

Whose Park Is It

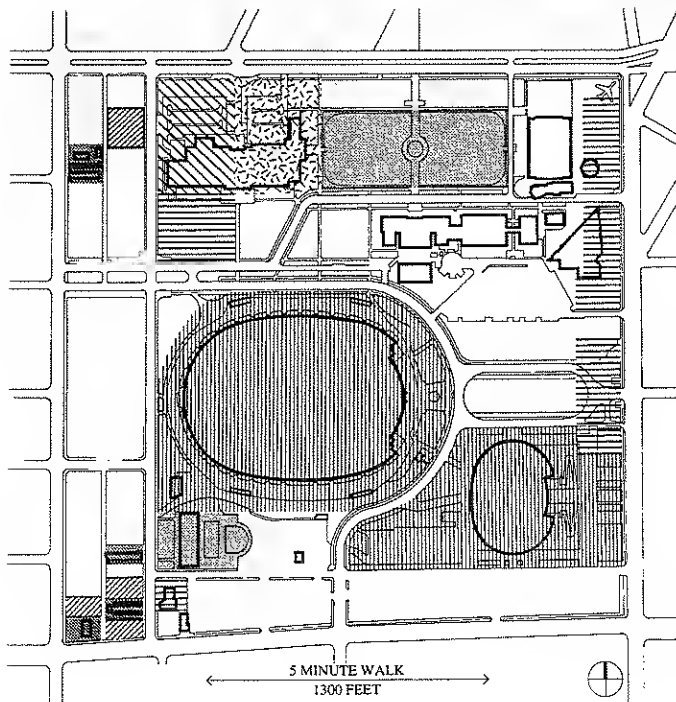


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18

Physically, Exposition Park is the cumulative result of "improvements" conceived and provided by many different interest groups over a very long time. Therefore, it is no surprise to find visible "left-overs" as the evidence of past collisions between those interests throughout the Park.



	State Owned / City Leased		Private Property
	State Owned / County Leased		State Owned
	State Owned / Coliseum Leased		City Owned / County Leased
	City Owned / State Leased		Coliseum Owned

Diagram 8

The set of interests in land ownership in Exposition Park is but one side of the coin. The other, equally complicated, set of interests is those of the community and its elected officials. Only both sides viewed together can begin to complete the picture of the mosaic of special interests which compete for space in the Park.

In discussing the future of Exposition Park, one is often left with a lonely sense of the Park as one of the *final frontiers* in urban Los Angeles. For all of the historical reasons noted above, it is as if the Park is "up for grabs". Any sense of the Park as a pastoral retreat from the chaos of the city is trampled underfoot when the competing interests in the city begin to invade the Park. We imagine that, in W.M. Bowen's mind, the birth of Exposition Park in 1913 ushered in a new "golden age" of civic cooperation. In reality the competition had just begun.

Review of land ownership in the Park reveals yet another mode of fragmentation. The area described originally in the Park is today almost completely under public ownership, but the overlapping complexity of other interests (such as leaseholds) threatens to override even the most well-intentioned planning process. Past discussions and past plans have foundered without continued collective support of *all* of the institutions with interests in the Park.

What is more, the complex of social and political interests in the Park is a microcosm of Los Angeles itself. Besides the institutions, there is the surrounding community of South Central Los Angeles, and according to one of its most articulate residents, even the community itself is an abstraction. Exposition Park is really about the families who come to use it, from nearby or from across Los Angeles, for its museums or its gardens or its sports facilities, or just for a picnic or a walk or to sit under a tree.

The Planning Process

Exposition Park has suffered greatly when it has been drawn into the partisan politics of competing special interest groups, no matter how well-meaning. Consequently, the function of the planning process must be to heal the Park: to restore wholeness in the form of a *shared vision* of Exposition Park as an invaluable resource to metropolitan Los Angeles. Of equal importance is the function of planning to initiate a *shared stewardship* of Exposition Park: to bring together all people who truly care for the Park and to unite them in constructing its future.

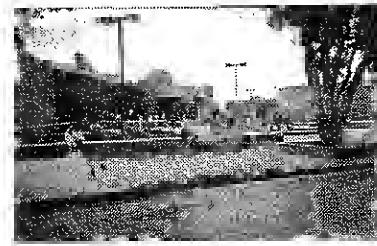
Nostalgia for a "golden age" will not accomplish this. Los Angeles is not Athens. The plan for Exposition Park cannot be about restoring a classical "city beautiful" image, in imitation of another era in the Park's history. But the plan can be about *restoring beauty* to the Park as a place. It can be about caring enough about the Park to insist that every improvement contribute to its overall beauty.

We must know and value the Park for what it is: for its layered history, for the intricacies of the interests in it, and most importantly for its physical fragility. We must agree on the importance of making the Park whole and set about doing it. The planning process must continue along two equally significant fronts. One is the design process of *proposition*, which has only barely begun. The other is the political process of *negotiation*, which has seen some remarkable progress in the course of this study, but which is always quite intricate.

Once Exposition Park is understood as a microcosm of multicultural Los Angeles, and once it is valued again because it is just such a miniature world or "place of coming together," it will be loved and cared for by all who come here to delight in it and in its institutions.



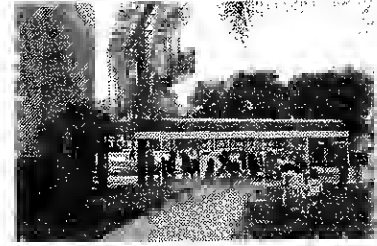
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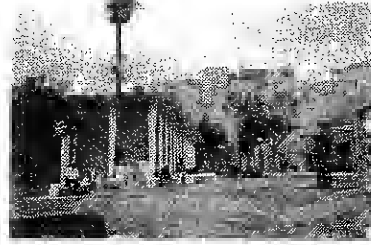
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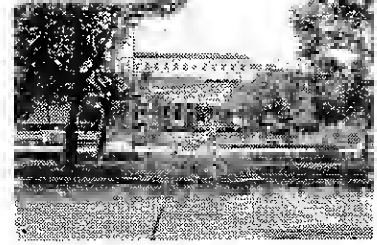
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Four Parks in One

The Layered and the Ritual Park

Community Park

Grand Events Park

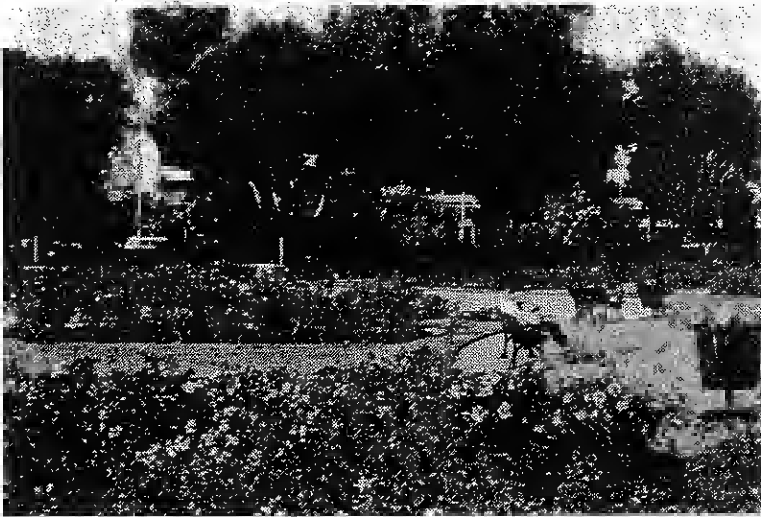
Regional Exposition and Museum Park

Learning Events Park

It All Adds Up

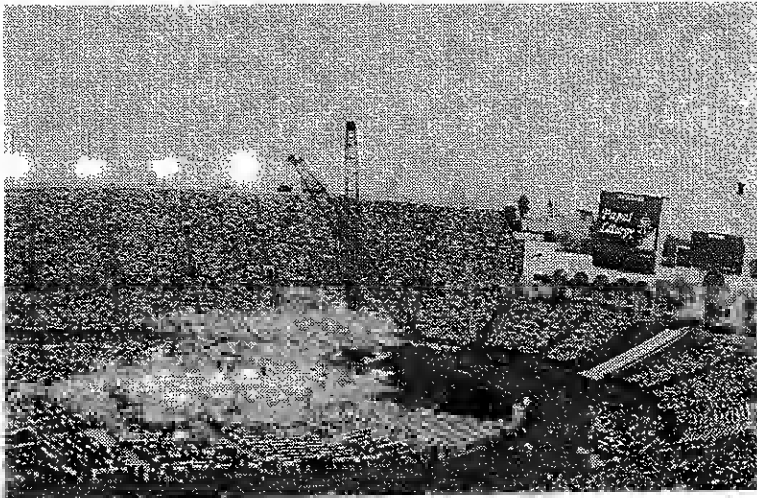
The Master Plan

The Layered and the Ritual Park



25

Overstepping the complexities of the Park's history and of the competing interests in it, we propose to view it as a series of settings where cultural rituals are enacted. At one end of the spectrum the Park is an intimate and quiet place. At the other end it is a great place to go and greet the Pope or Nelson Mandela.



26

Proposing the renewal of Exposition Park begins with clearing away obstacles to a shared vision of what the Park should be. But this is not a problem of reduction. For example, we cannot simply reduce parking to increase open space without adversely affecting the neighborhood. Instead of attempting to reduce the problem, we find that it helps to understand the park as it was built up in layers. One type of layer is historical, laid down over time much as geological layers are. We saw this happen as the model of the Park evolved from pleasure ground to recreation facility. A second type of layering is social and political. Many interest groups have a stake in the Park's future, and competing interests may find it convenient to disregard the importance of the whole.

Once the Park is understood for all its complexity, however, another question is posed: how to find clarity in this complexity as the basis for successful change. Meaningful as the overlays of history and competing social interests are, here we find it useful to rethink the Park as a series of *settings*. Exposition Park is not prescribed by planting grass and trees. It is not only a physical place, but a place of cultural meanings. The place gains value as the setting where successive cultural rituals are enacted: walking, playing, eating, conversing, observing, learning. In clarifying the future of the Park we propose to concentrate on *four different parks in one*, seen as settings for different cultural rituals that need not be mutually exclusive.

Community Park

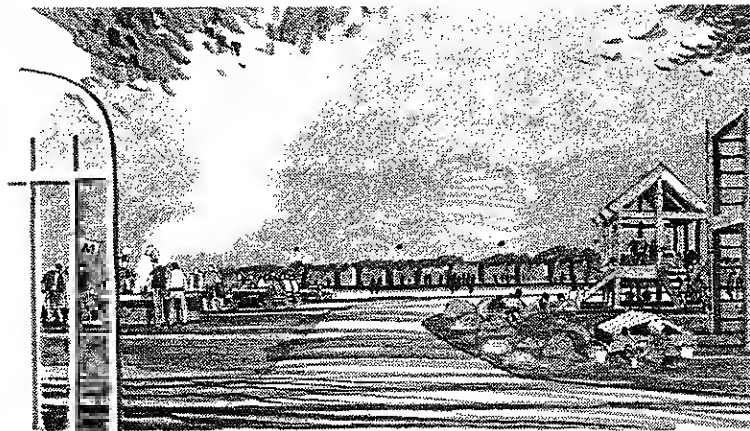
For people who live and work in the surrounding neighborhoods, a park is most meaningful for its open space and for its greenery. The character of the Community Park is established by green edges flanking the four streets around Exposition Park. This green necklace would take the form of tree-shaded promenades that invite the neighbors into the Park. One imagines elderly couples strolling arm-in-arm; mothers chatting while walking their tots; children skating or biking home from school; early morning and late evening joggers; even street vendors at nearby bus stops. Standing for the idea of *park* meant in the classical sense, these promenades would present a unified image of the Park to the city.

At the corners, where most people approach Exposition Park, and at reasonable intervals along the promenades, pedestrian gateways would open up to the renovated interior spaces of the Park. Corner gateways would lead directly into four neighborhood parks *in miniature*, each with its own distinctive landscape character. Provided with the amenities...benches, tables, barbecue grills, play equipment and tot lots...which one expects to find in every neighborhood park, residents would identify these corner parks as their own neighborhood "living rooms". One imagines children on swings, in sandboxes, playing hopscotch, or jumping rope; elderly men playing checkers or reading the paper; families out for an evening stroll or enjoying a picnic lunch.



27

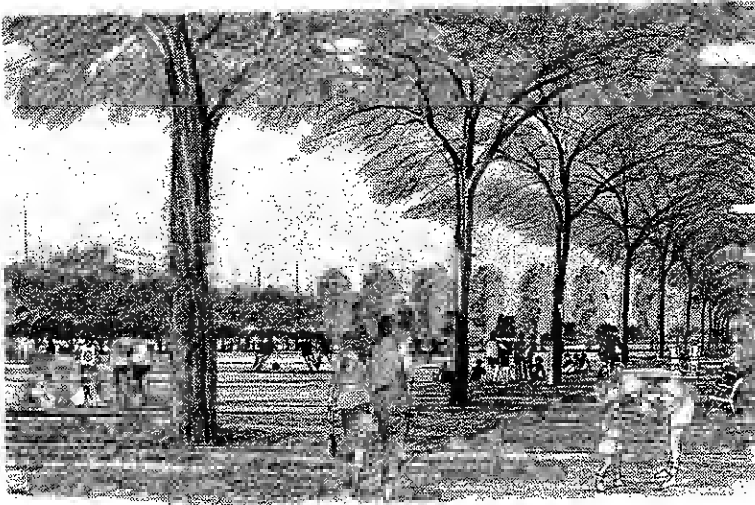
Wide, tree-shaded pedestrian promenades would encircle Exposition Park on all sides, unifying the Park's image and welcoming neighborhood use. Well-marked and well-lighted pedestrian gateways would lead into the Park's interior.



28

Each of the four corners of Exposition Park would be dedicated as a neighborhood park-within-the-Park, featuring open spaces, furnishings, and equipment that invite residents and families to gather there.

Community Park



29

At locations throughout the Park large, open lawn areas surrounded by trees would be added or renovated. These spaces would be suited for a variety of activities, from field sports to large organized community events.

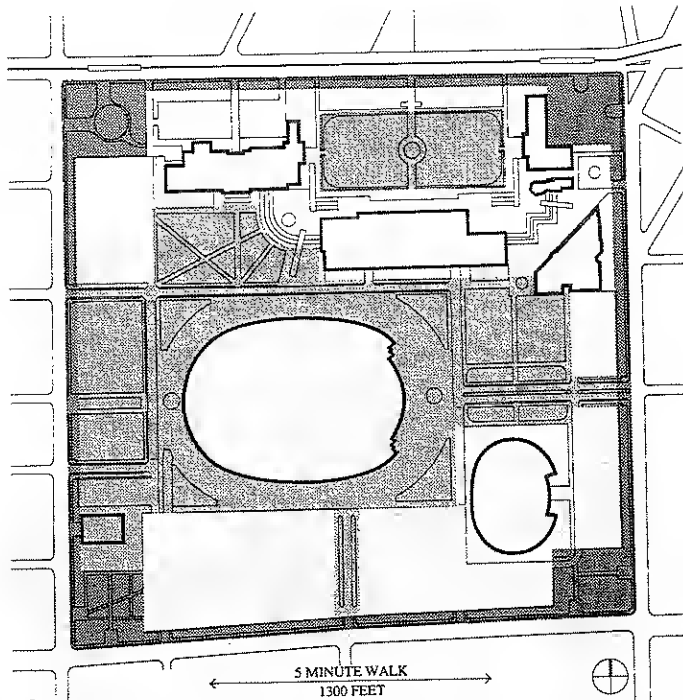


Diagram 9

This plan diagram depicts the Park as it would be experienced and used by the surrounding community. The pedestrian promenade and corner parks are shaded dark gray, while other open lawn areas, Rose Garden, Coliseum promenade, and Community Center site are shaded light gray.

Large open lawn areas, just inside the pedestrian gateways, would be located east and west of the Coliseum. These would be linked together by a tree-shaded promenade encircling the Coliseum, and into a larger network of open spaces, including the lawn south of the Museum of Natural History and the Rose Garden. Taken together, these new and renovated open spaces would offer places for field sports and for organized community events. One imagines teams playing soccer or volleyball or softball; on the sidelines families gathering on weekends to socialize and picnic while viewing the games; children flying kites and riding bicycles; Saturday displays of crafts and art work; weekend weddings in the Rose Garden.

The *centerpiece* of the Community Park would be an enlarged Community Center located in the southwest quadrant of Exposition Park. This location, preferred by the July 1985 Master Plan for the Park, was verified in recent community discussions and planning workshops held in conjunction with this Plan. The Center would be created in one of two ways. Either a new building with enclosed swimming pool would be built between Menlo and Vermont Avenues, or the existing Swimming Stadium and Community Building would be renovated and enlarged. One imagines programs for pre-school and "latch-key" children; organized sports and training for teenagers; meeting rooms for adult service and social organizations; daily activities for seniors.

Grand Events Park

From its inception Exposition Park has always been a metropolitan park. A part of the Park's allure is its history as the setting for many of the grand cultural events in Los Angeles, beginning with the 1913 Exposition which gave the Park its name, and many people throughout the city know the Park *only* through attending such events. For these users the character of the Grand Events Park centers on the Coliseum and the Sports Arena as regional destinations housing both spectator sporting events and one-of-a-kind events. The common denominator is hosting very large numbers of people at once, with crowds numbering in the tens of thousands not uncommon, and crowds approaching 100,000 on several occasions each year.

During such epic spectator events, the atmosphere of Exposition Park is transformed by the crowds. One remembers certain once-in-a-lifetime events such as the 1932 and 1984 Olympics, or the visits of world figureheads such as Nelson Mandela or the Pope; the excitement of college and professional football or soccer or basketball games; the color of the circus or ice-shows; the power of musical events such as rock concerts. One's memories of Exposition Park on such occasions, however, are often overtaken by images of the Coliseum surrounded by a hostile world of parking lots, all of which are *difficult* to reach.

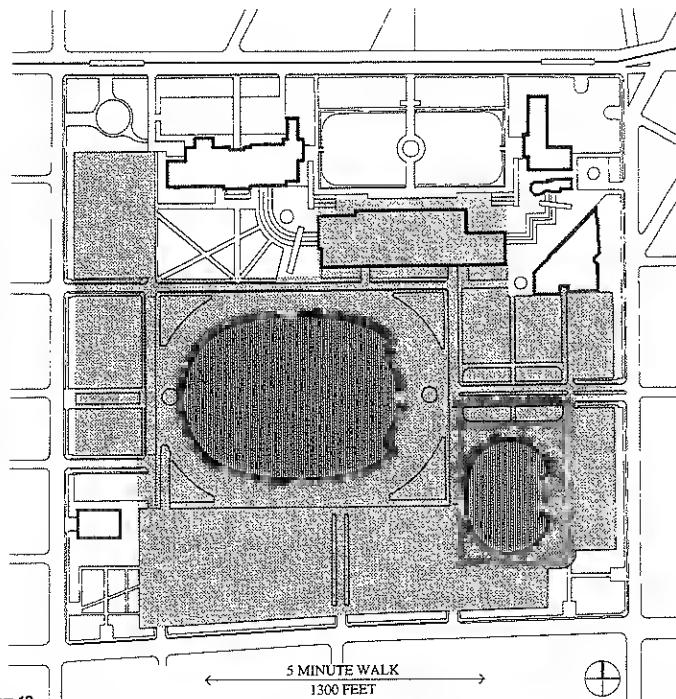
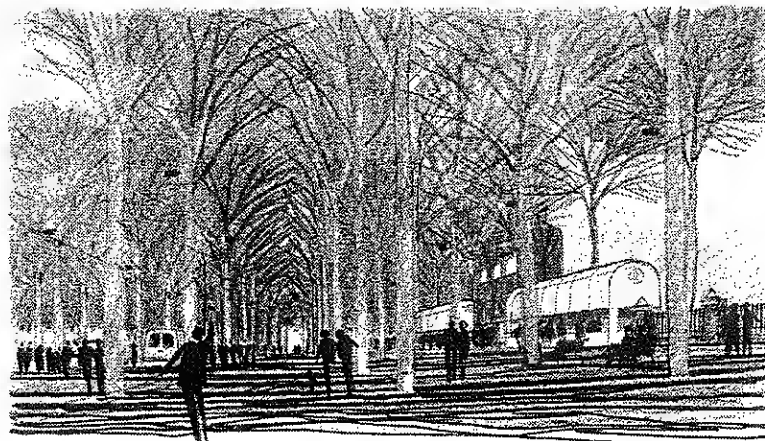


Diagram 10

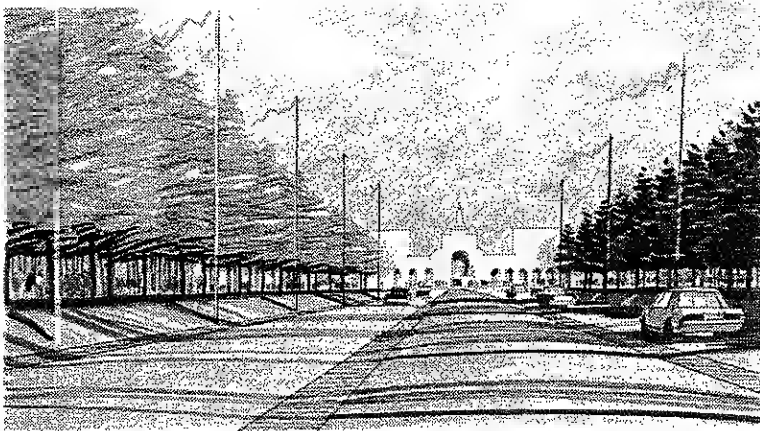
How Exposition Park is experienced and used by the crowds attending major events is shown in this plan diagram. The Coliseum, along with the Sports Arena (both shaded dark gray), is the focal point of the Grand Events Park. Car and bus parking facilities and pedestrian promenades are shaded light gray.



30

A tree-shaded pedestrian promenade would be built encircling the Coliseum. Paved pedestrian areas would extend both inside and outside newly designed fences to direct movement of crowds, with new facilities to serve both the Coliseum and the Park.

Grand Events Park



31

Christmas Tree Lane would be rebuilt to open up views and access to the Coliseum from Figueroe Street.



32

A similar view and access corridor would link Vermont Avenue with the Coliseum on the west.



33

Improved pedestrian linkages from the proposed light rail stations in Exposition Boulevard, as well as from the USC campus and parking facilities, would be vital improvements to the Park for hosting grand events.

The obvious key to rethinking Exposition Park as a setting for grand events is better management of crowds: making the Park more *hospitable* to crowds and at the same time alleviating undesirable side effects of these events in the surrounding neighborhoods, which view them, at best, as a mixed blessing. While these events enliven the Park, and can provide economic benefits to the community, they also can stretch both resources and patience to their limits.

Increasing the Park's *accessibility* to crowds and more clearly directing the flow of crowds into and through the Park would make it work better during major events. The Coliseum would be encircled by a broad promenade both inside and outside newly designed fences. The view and access corridor from Figueroa to the Coliseum would be rebuilt and a similar corridor would be created from the Vermont side. Along Exposition Boulevard pedestrian access would be improved from the University of Southern California campus and parking facilities; from Trousdale Parkway around the Rose Garden and in connection with new light rail station platforms in Exposition Boulevard. Obviously other Park events and facilities would continue to feel the effects of major events, but one imagines better accommodation with crowds strolling along new promenades; the scene enlivened by street vendors; friends arriving early for tailgate parties and picnics on spacious lawns; families pausing after the game to visit the museums and new cafes.

Regional Exposition and Museum Park

The metropolitan spotlight is not only focused on grand events in Exposition Park's history; it also shines on the museums located there. Like New York's Central Park, Chicago's Jackson Park, and San Francisco's Golden Gate Park, the institutions of the museums are *inseparable* from the Park. One, the Los Angeles County Museum of Natural History, is the direct descendant of the County Museum of History, Science and Art opened in 1913. A second, the California Museum of Science and Industry, is the child of the Sixth District Agricultural Association and its exhibit programs. The third is the California Afro-American Museum founded in 1981, with its own facilities in Exposition Park since 1984.

Along with the Coliseum and the view up Christmas Tree Lane to its arched Peristyle, the Rose Garden is the most revered and best preserved section of the Park, and it is the Rose Garden which establishes the character of the museum district around it. The gardens would be carefully retained in their historical state, and damaged and deteriorated elements (such as the brick balustrade) would be restored as necessary. One imagines this historic heart of the Park as it always was: a place for quiet contemplation; for enjoying the color and fragrance of the flowers; for quiet strolls with friends and family; for special parties or celebrations, especially weddings; and most of all as one of the places to love in Los Angeles.

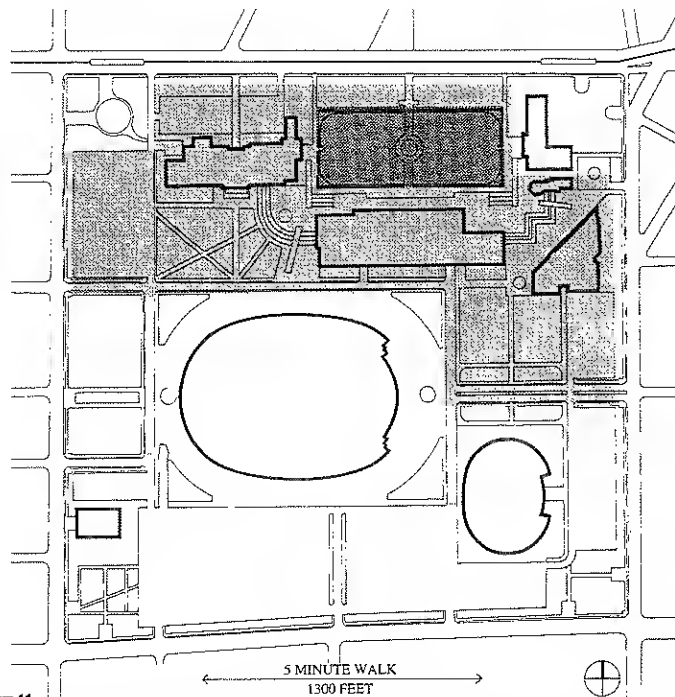
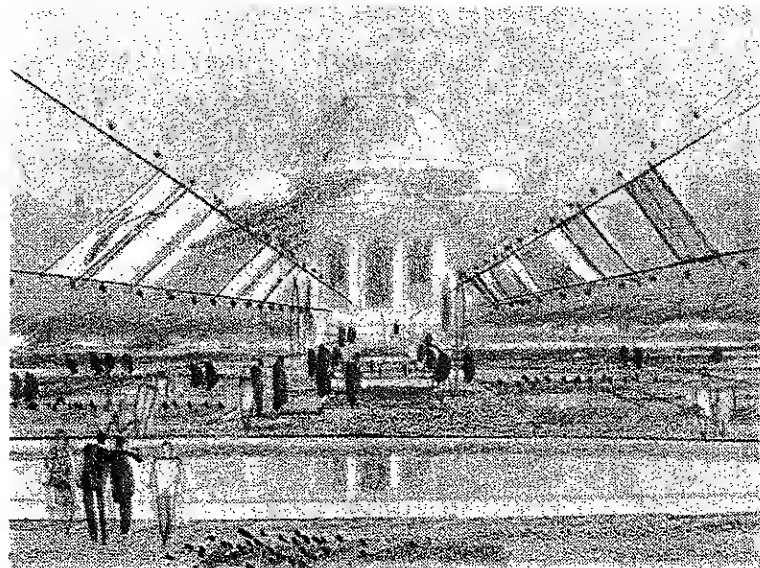


Diagram 11

This plan diagram depicts the Park as it would be experienced by persons coming to the museums and related educational and cultural events. The Rose Garden (shaded dark grey) would remain the focal point of the Museum Park which would include associated outdoor areas and parking lots (shaded light grey).



34

The institutions grouped in the Regional Exposition and Museum Park are the descendants of the earliest educational and cultural center established in metropolitan Los Angeles. The treasure in that grouping is the historic Rose Garden which would be preserved as the setting for the social and cultural events for which it is popular throughout the city.

Regional Exposition and Museum Park

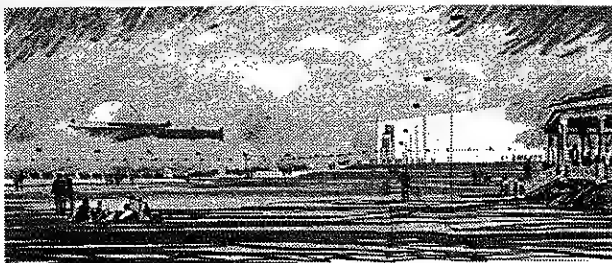


35

In front of the new California Museum of Science and Industry located south of the Rose Garden, a broad terrace featuring outdoor exhibits and sidewalk cafes would offer heightened views of the gardens and the city beyond.



36



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A series of broad steps would lead down from the west entrance of the new CMSI linking with the spacious lawn in front of the Natural History Museum. These sunlit steps would become a setting for amusements and gatherings similar to those at the Metropolitan Museum of Art in New York's Central Park or those at the end of the Promenade in San Diego's Balboa Park.

The area located between the Rose Garden and North Coliseum Drive would become the site for the new consolidated facilities of the California Museum of Science and Industry (CMSI). The museum buildings grouped about an interior Science Court, would be raised gently above the Rose Garden, to the floor level of the existing Aerospace Building. A broad terrace would offer views over the Rose Garden toward the city. This terrace with adjoining entrance plazas east and west of CMSI would offer places for the collections and exhibit programs of the museums to spill out into the Park. One also imagines visitors taking a break from the museums in sidewalk cafes; special outdoor science and educational exhibits for children; museum gala events spilling from the terraces down into the gardens.

Two main entrances to CMSI would face the Museum of Natural History on the west and the expanded Afro-American Museum on the east. The east plaza would be a series of stepped gardens linking the Aerospace Building to the new CMSI buildings, while the west plaza would descend in a broad series of steps down to the lawn south of the Natural History Museum. One imagines places filled with excited people: families out for a day at the museums; jugglers or acrobats or musicians entertaining the crowds; groups of school children or seniors from the neighborhood and from outer corners of the metropolis; the sounds of different languages, whether from Los Angeles or from distant countries.

Learning Events Park

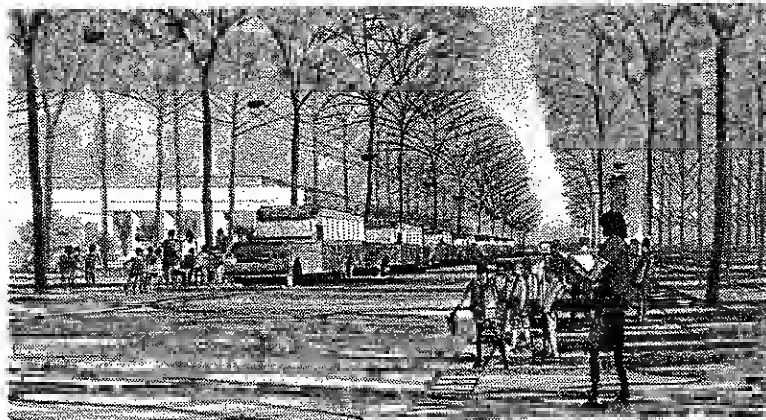
In writing the history of parks in America, Galen Cranz speculated about a new emerging model for the urban park which he described as the "cultural park." Hervieu that nature, culture, and politics are united in this model comes close to describing the fourth park in Exposition Park. This Learning Events Park is the setting wherein the community of neighborhoods surrounding Exposition Park is joined to other communities throughout the metropolitan region. This is the park in which families share and delight in a common heritage and common set of educational resources, but this is also the park in which families experience diverse differences of heritage and cultures.

The character of the Learning Events Park, and its accessibility to everyone in the city, is established by the wide *entrance avenue* traversing the heart of Exposition Park. During the planning workshops we proposed to call this tree-shaded avenue, the Olympic Promenade. It would accommodate both pedestrians and slow-speed automobile and bus traffic, and it would be the avenue of arrival for many of the daily visitors to the Park from throughout the city and the state. It would be the only route through the Park open to serve non-pedestrian traffic on a daily basis. Therefore, it would lead visitors to both the museums and gardens in the northern half of the Park and sports and recreation facilities in the southern half.



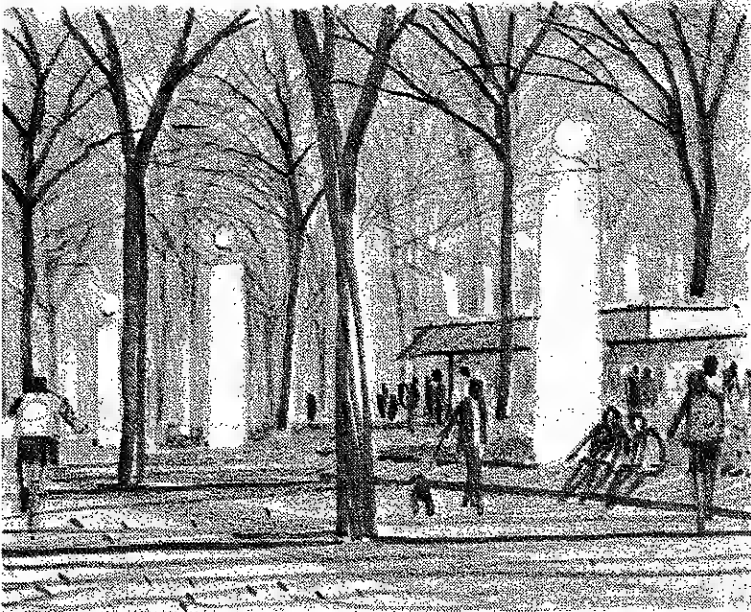
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A wide, tree-shaded avenue, called the Olympic Promenade, would lead visitors into the heart of the Park. Pedestrians, families arriving by automobile, and the daily parade of school buses would use this avenue to reach all of the Park's institutions and facilities. Colorful banners and special lighting effects would announce the current attractions.



39

Learning Events Park



40

Visitor facilities and refreshment stands would be visible and accessible from the Olympic Promenade, which would become a favorite place to people-watch in Los Angeles.

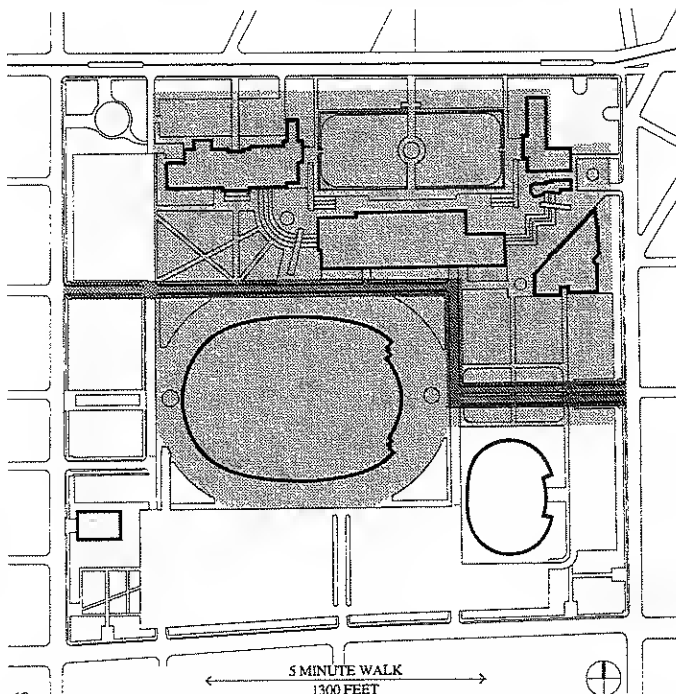


Diagram 12

This plan diagram shows the concentration of facilities in the Learning Events Park (shaded light gray). The Olympic Promenade (shaded dark gray) traverses the Park between Vermont Avenue and Figueroa Street.

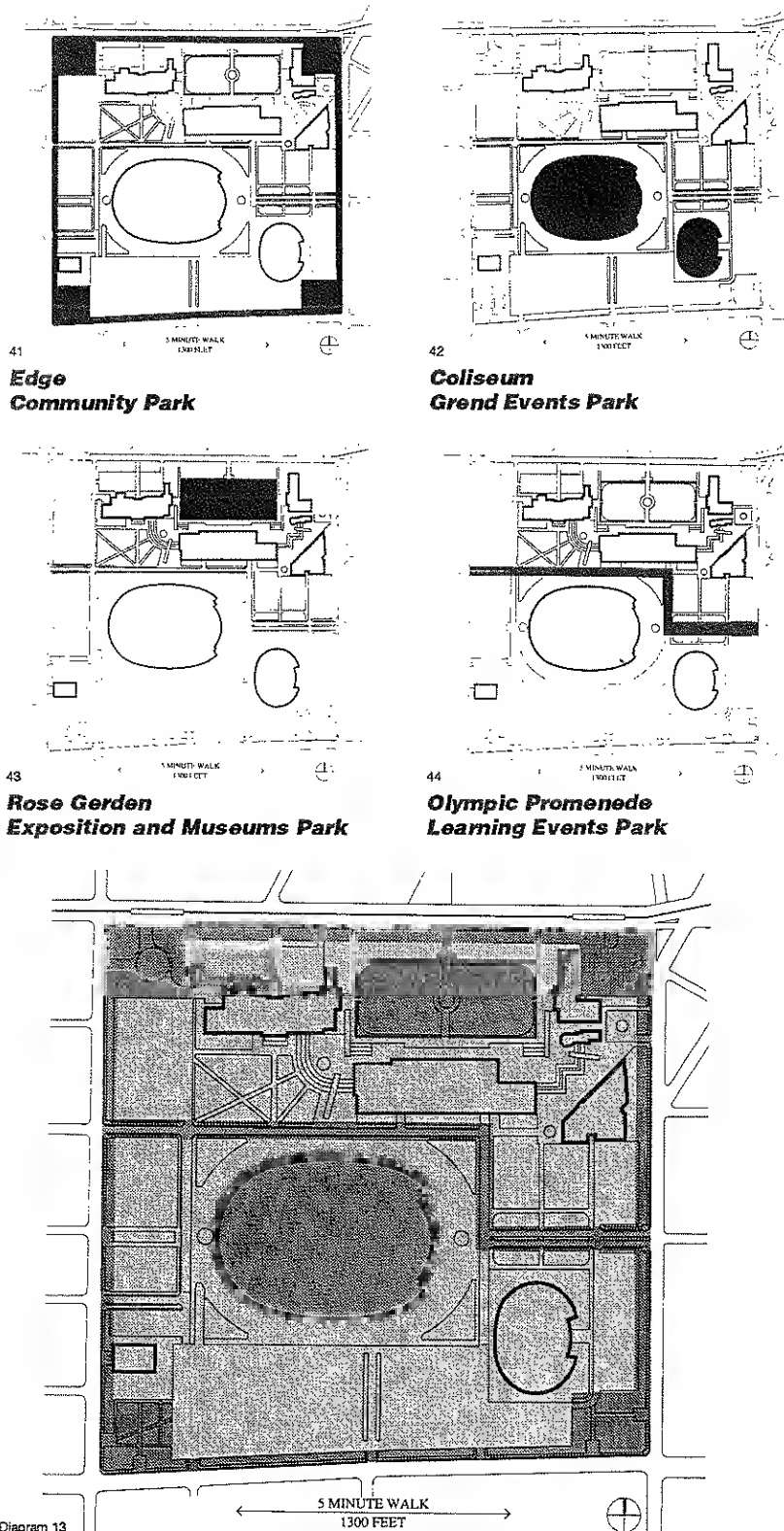
Education is a twofold experience in Exposition Park, and the Master Plan would strengthen both kinds of learning experience, the *daily* and the *special* events. To the existing cluster of museums in the Park would be added a new Science Museum School and Science Education Resource Center, located in the northeast quadrant of the Park. This would combine a neighborhood elementary school emphasizing science education, and a center for professional development for teachers and for science curriculum development, with the strengths of the existing institutions. One imagines the classical union of *healthy body* and *healthy mind*. The grand tradition of Coliseum events would be experienced in the same day as lessons about the natural history of the world, about miracles of science, about other peoples and cultures, or about the possibilities of the future. One imagines the excited chatter of groups of school children; teen-agers inspired to become tomorrow's scientists; dads telling families about the big game; out-of-towners simply awed by the diversity of learning experiences concentrated in this one place.

To the daily rhythm of learning events in Exposition Park are added special events such as Earth Day, Black Family Reunion, the L.A. Marathon, or Cinco de Mayo. Annually, the enlarged and renovated open spaces in the Park would host many more special celebrations. One imagines families gathering from across the city on these occasions, when the Learning Events Park becomes a *festival* setting that unites the multi-cultural metropolis while parading its diversity and richness.

It All Adds Up

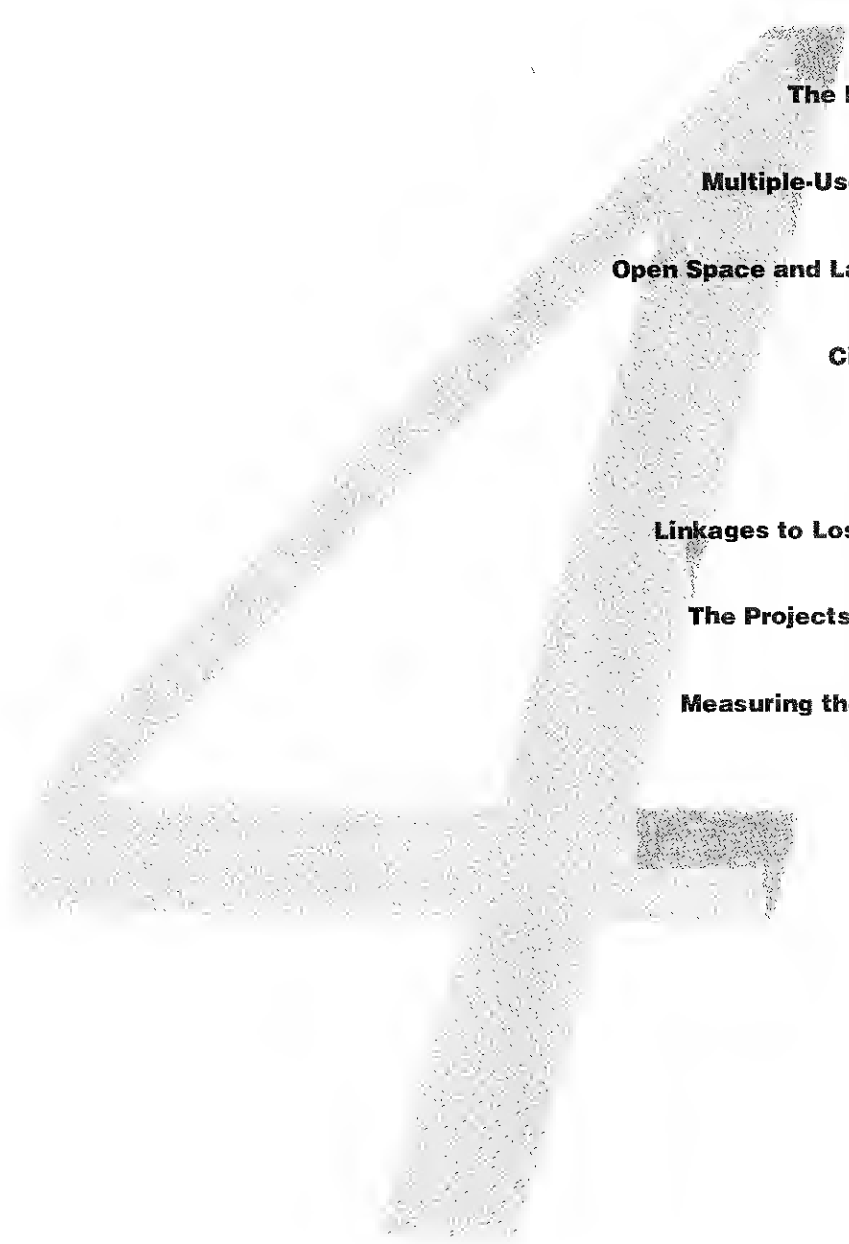
In the end what makes Exposition Park a special place in Los Angeles is its diversity and its intimate connections with the history of the city. Perhaps no other place is touched by so many different facets of life in Los Angeles. We have described *four parks in one*, and defined the character of each of the four parks in terms of a "set piece." Edge, Coliseum, Rose Garden, Olympic Promenade: if we envision them together, they add up to make a powerful armature on which to erect all future improvements to Exposition Park.

A good urban place is not simply a social container. The architecture of the public realm requires the qualities of civicness and monumentality (in the sense of monuments as enduring places in a city). A good urban place has enduring value to the city; it reminds citizens of their mutual responsibilities and of their citizenship; and it is the setting for the collective rituals of society. The future of Exposition Park is about the renewal and reinvention of special settings for the open conduct of civic life. The future is to make the Park...and therefore the city...*less alien*. And a less alien public place requires *flexibility*, to accommodate many users and accept change; as well as *legibility*, to create common settings open to many interpretations and functions; and *durability* to last beyond current fashion and restore continuity to the ever-changing city.



When the urban "set-pieces" for each of the four parks are overlaid together on Exposition Park, a powerful armature upon which to build the future of the Park is produced. This framework for change binds the four into one.

Modest Interventions



The First Step

Multiple-Use Parking

Open Space and Landscape

Circulation

Facilities

Linkages to Los Angeles

The Projects Strategy

Measuring the Results

The First Step

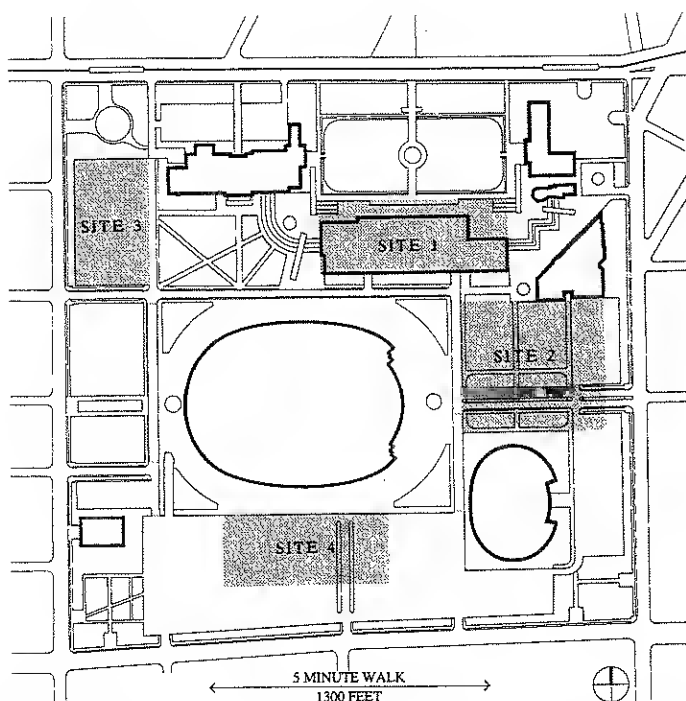


Diagram 14

Sites considered for structured parking are shaded in this plan diagram. Site One is located below proposed new facilities for CMSI while Site Two is below Christmas Tree Lane and adjoining lawns. Above-grade parking structures were proposed for Sites Three and Four during the planning process.

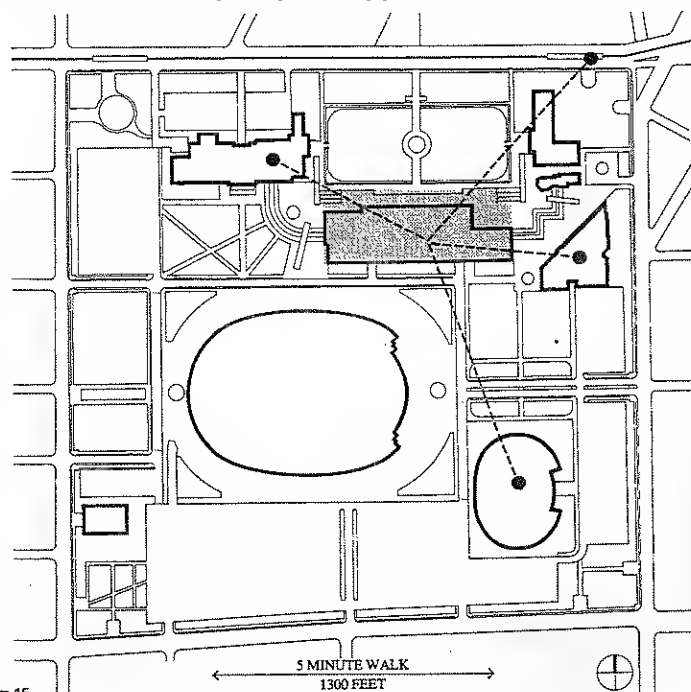


Diagram 15

Because of its central location, Site One below the new CMSI is favored for structured parking. This location is highly visible and convenient to the museum, the proposed light rail station in Exposition Boulevard, and the Sports Arena. Site Two is slightly less convenient to the museum and light rail, while Site Three is invisible to the Sports Arena and Site Four is visible only to it.

If the planning process for Exposition Park is to propose improvements and to negotiate agreements to implement those proposals, the first step has seemed obvious for many years now. For at least a decade, what to do about parking has dogged all discussions regarding the Park's future. Not only were extensive underground parking structures proposed in the 1984 Master Plan, but plans for parking structures have been seriously considered on two occasions since. To move Exposition Park from its present state toward the future outlined in the current Master Plan, the parking question must be dealt with.

While the 1984 Master Plan proposed a massive increase in parking capacity within Exposition Park to service major events, the current planning process evolved a more modest approach: freeze parking capacity at today's levels (approximately 8,000 spaces) and build enough structured parking to *increase open space* and beautify the park. In order to maximize its viability, structured parking should be most visible to three different venues in the Park: 1) the museums, 2) the Sports Arena, and 3) the light rail extension as intercept parking for downtown Los Angeles. By this criterion four alternative sites for parking structures were discussed and ranked as follows: 1) below the new CMSI facilities, 2) below Christmas Tree Lane and adjacent lawns east of the Coliseum, 3) above grade west of the Natural History Museum, and 4) above grade south of the Coliseum. With the favored site located below the new CMSI facilities, all participants agreed that above-grade structures would be detrimental to the environment of the Park.

Multiple-Use Parking

Currently there are about 6,400 paved parking spaces in Exposition Park and about 1,600 overflow spaces are available on lawns and the Sports Arena Gardens, bring the total to approximately 8,000 spaces. Demand remains quite variable. Weekdays some 2,000 spaces are occupied, while the Sports Arena can require up to 5,000 spaces for a capacity crowd. The 6,400 paved spaces in the Park will support events with attendance up to twenty-five thousand people, but capacity crowds in the Coliseum can require more than 25,000 spaces—over three times the maximum number of spaces in the Park. Therefore, parking for major events on some thirty annual occasions would not be accommodated within the Park, and would require an expanded management plan using 1) available parking facilities at USC (about 6,500 spaces) and 2) improved mass transportation, especially the proposed linkage to downtown parking facilities by light rail.

Locating the proposed parking garage below the new CMSI facility would distribute parking more evenly throughout the Park and encourage multiple-use while reducing the number of unoccupied surface spaces on weekdays. But there are other multiple-use opportunities, too. The large lawns east and west of the Coliseum, intended for recreational purposes on most days, could be used for major event overflow parking. On the other hand, those portions of surface parking lots not needed on weekdays would be designed to accommodate hard surface recreational activities.

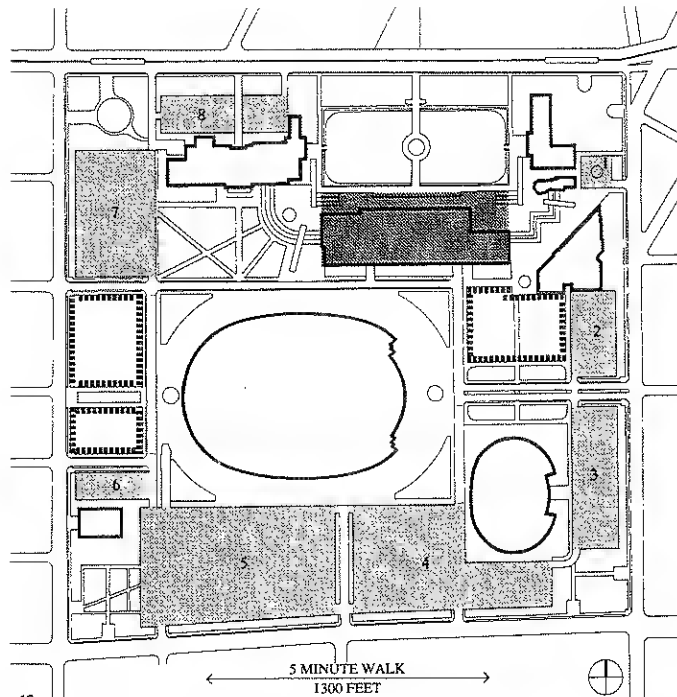
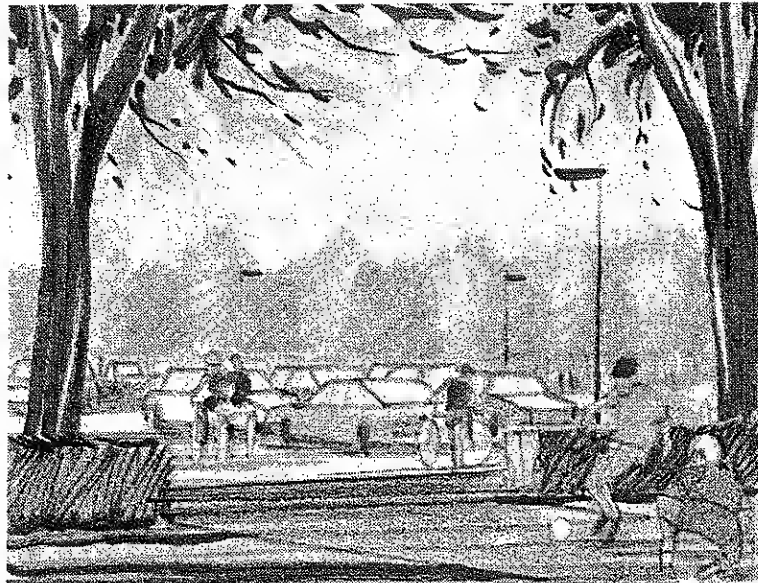


Diagram 16

The rearrangement of the approximately 8,000 parking spaces in the Park is shown in this plan diagram (compare with Diagram 6 on page 7). The Parking structure below CMSI (shaded dark gray) would contain 2,100 spaces. Surface lots (shaded light gray) would contain a total of 4,800 spaces distributed as follows: Lot 1 at 20 spaces, Lot 2 at 270 spaces, Lot 3 at 460 spaces, Lot 4 at 1,120 spaces, Lot 5 at 1,830 spaces, Lot 6 at 120 spaces, Lot 7 at 720 spaces, and Lot 8 at 260 spaces. Lawns east and west of the Coliseum (indicated by dashed lines) would contain 1,100 overflow spaces.



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Surface parking lots in the Park would be redesigned and landscaped to reduce open expanses of asphalt paving and to separate automobiles from recreational activities.

Open Space and Landscape

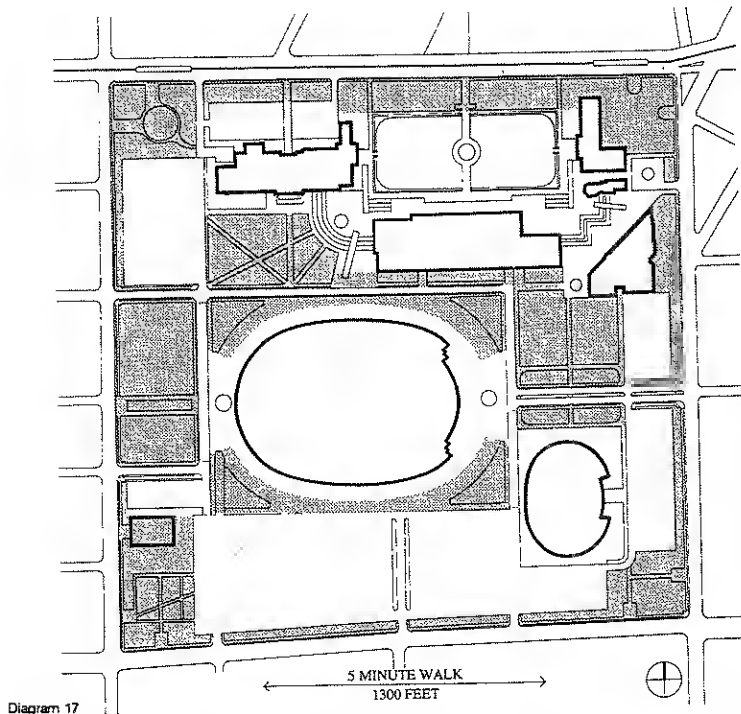
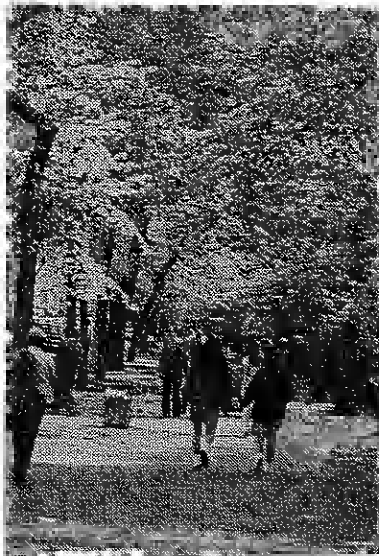


Diagram 17

Much of the added open space in the Park (shaded light grey) would be located at the Park's perimeter end in the southwest quadrant facing the neighborhoods. (Compare with existing open space shown in Diagram 5 on Page 6.)



46

The promenade along Fifth Avenue at the edge of New York's Central Park is similar to that proposed for Exposition Park. Rows of mature trees would form a strong, unified edge and identify the Park as one of the major open spaces in Los Angeles.

Reducing surface parking and consolidating land use and circulation patterns in Exposition Park would create more than *twenty additional acres* of open space for recreation, more than double what exists now. Much of this added open space would be located along Vermont Avenue and Martin Luther King Boulevard, directly accessible to neighborhoods surrounding the Park. In addition to the Rose Garden, obviously not intended for active recreational purposes, three other types of open space would be included: 1) paved linear promenades, 2) lawn areas, each several acres in size and suitable for all types of field sports, and 3) furnished open spaces suitable for family activities, with play facilities for children of all ages.

Each type of open space would be complemented by a distinctive landscape. The Park's primary landscape would be the lawns, outdoor rooms walled by large-scaled plantings of evergreen and deciduous trees. Formal plantings of multiple rows of tall trees would define the Olympic and Coliseum Promenades, while the promenade around the Park would be somewhat reduced in scale. Its rows of trees would form a strong edge and identify the Park as one of the major open spaces in Los Angeles. By contrast, the corner parks would be partly sunny and partly shaded by looser, more natural groves of trees. Existing trees would be inventoried to determine which should be retained, and the Rose Garden would continue to be framed by large specimen trees. Other than existing plantings around the Rose Garden, understory plantings would be kept low in order to maintain visibility throughout the Park.

Circulation

In order to welcome and to orient visitors walking to Exposition Park, the internal pedestrian circulation system would be a direct extension of that in the surrounding city. Pedestrian entrances would be marked by prominent, well-lit gateways at the corners of the Park and at all signalized intersections around the perimeter. These gateways would also inform visitors of the day's events and direct them to the Park's attractions. Internal circulation would be *clearly organized*. The Park's main pedestrian streets would be the tree-lined promenades, designed for casual use on weekdays and for large crowds during major events. The promenades would be complemented by smaller-scaled pedestrian pathways connecting to all points within the Park.

All forms of mass transit serving Exposition Park would be closely tied to the pedestrian circulation system. RTD bus stops on surrounding streets would be directly visible from pedestrian gateways into the Park. The extension of the Blue Line rail to Exposition Boulevard would include two station platforms designed as *front doors* from the city and the region to the Park and to USC. They would also be designed to handle closely spaced trains and large crowds on event days. RTD Dash buses, other shuttle vehicles, and all other mass transit vehicles would stop along the Olympic Promenade. The 39th Street entrance and exit from the Harbor Freeway HOV lanes would connect directly to Christmas Tree Lane and the Olympic Promenade, as well as adjacent parking facilities.

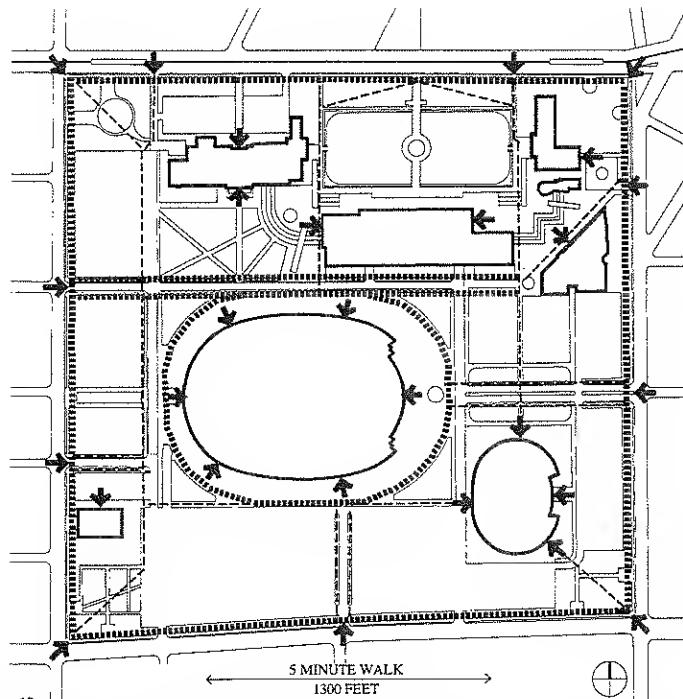


Diagram 18

The system of pedestrian pathways in the park would be closely linked to the surrounding neighborhoods, with pedestrian gateways (indicated by arrows) at all signalized intersections. Arrows also mark the public entrances to major facilities in the Park.

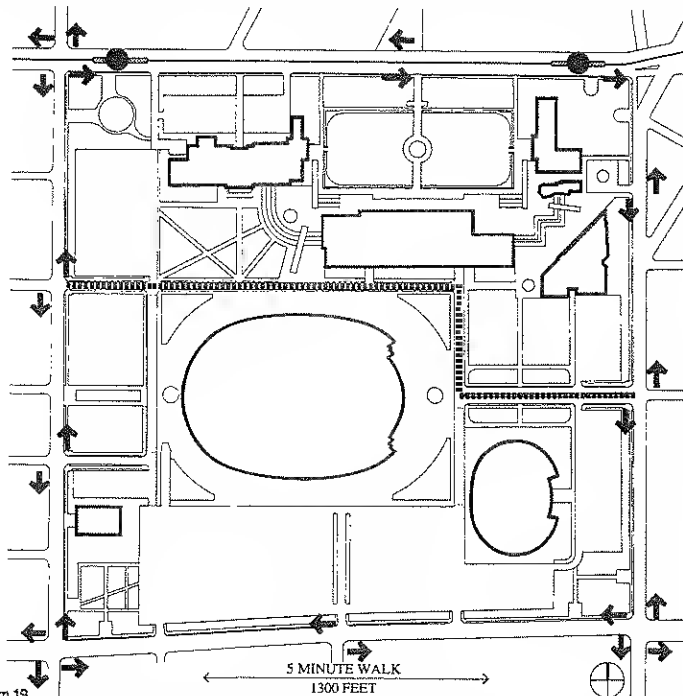


Diagram 19

RTD bus stops (indicated by arrows in direction of travel) on streets surrounding the Park would be clearly oriented to pedestrian gateways, while shuttle buses and other mass transit vehicles would stop along the Olympic Promenade (indicated by dashed line). Blue Line station platforms (shaded dark gray) would connect the regional rail system directly with the Park.

Circulation

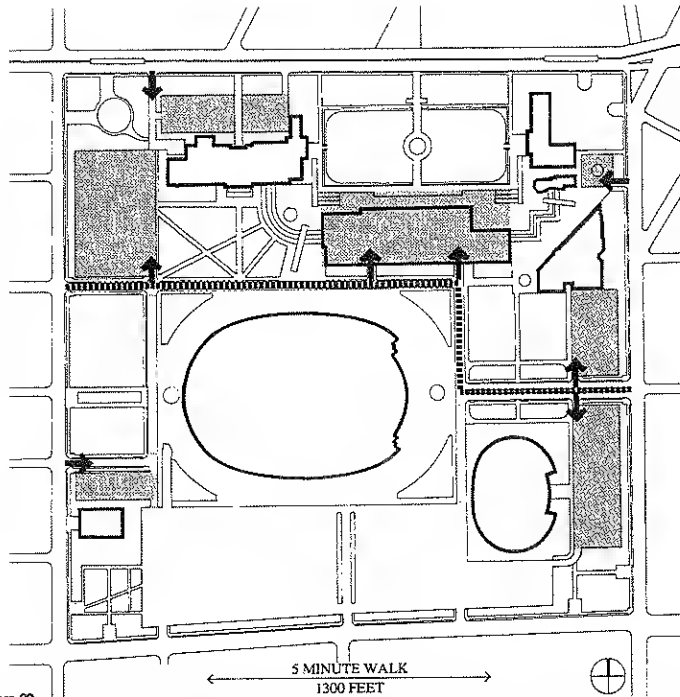


Diagram 20

This diagram depicts the restriction of daily vehicular access to the Park. Public parking (shaded light gray) would be accessible only from the Olympic Promenade (dashed line), while separate access would be provided to the Community Center, to Natural History Museum staff parking, and to the Science Museum School.

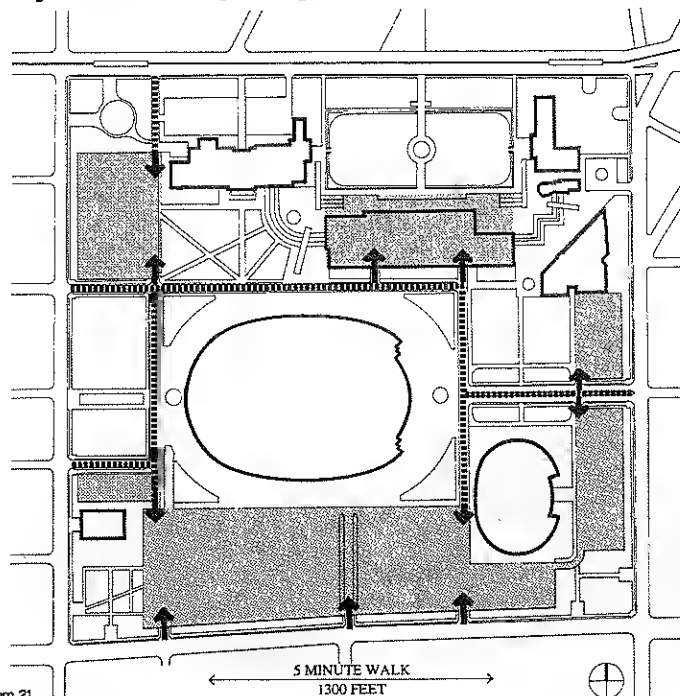


Diagram 21

Major event parking (shaded light gray) south of the Coliseum would be entered from Martin Luther King with secondary linkages to Figueroa and Vermont, while parking north of the Coliseum would be entered from Figueroa (or 39th Street from the Harbor Freeway) and Vermont with a secondary linkage to Exposition Boulevard.

On a daily basis vehicular access to Exposition Park would be limited. As mentioned in the description of the Learning Events Park, Christmas Tree Lane and the Olympic promenade would be the arrival point for most daily visitors to the Park. Not only would this avenue serve as the staging area for buses, but it would orient private automobiles to parking facilities convenient to all of the Park's public attractions, and it would be designed to restrict the speed of vehicles and encourage pedestrian safety. Direct automobile access to the Community Center, to Natural History Museum staff parking, and to the Science Museum School would be provided from streets at the Park's perimeter. Service and emergency vehicles would be permitted to bypass restricted access points as necessary.

During major events vehicular access to the Park would be opened up to manage traffic flows. At Christmas Tree Lane and from Vermont west of the Coliseum buses would drop off patrons at the Coliseum and Sports Arena. Parking lots south of the Coliseum would be accessible from Martin Luther King Boulevard as well as internally from the Olympic Promenade, while parking facilities north of the Coliseum would be reached from Exposition Boulevard and the Olympic Promenade. Traffic in and out of major events would be more evenly distributed than at present, with about half of the parking located north of the Coliseum center line and half south. During events automobile flow into the Park would be channeled to minimize conflicts with pedestrian flow.

Facilities

Although a detailed program has not been prepared as yet, the Community Center building would encompass approximately 54,000 square feet. An indoor competition swimming pool, gymnasiums and exercise facilities, and community club and meeting rooms would be provided. Offices would be included to establish a community presence in the Park. Either of two alternative approaches would be compatible with the Master Plan: renovating and enlarging the Swimming Stadium and Community Building to provide complete, modern facilities or replacing the existing buildings with a new facility.

Exposition Park requires additional public facilities to complement recreational areas. Restrooms and refreshment stands would be conveniently located throughout the Park: adjacent to the Community Center, at the west end of the new CMSI facility adjoining the grand stair and lawn, and at the east end of CMSI convenient to adjacent sports fields. Locating refreshment stands next to restrooms would make the latter easier to supervise. A Park safety office would be centrally located at CMSI adjacent to the Olympic Promenade.

Footprints of the Coliseum and the Sports Arena would remain approximately the same as they are now, although the planned renovation of the Coliseum would decrease seating capacity while modernizing the Sports Arena would be expected to increase the number of seats.

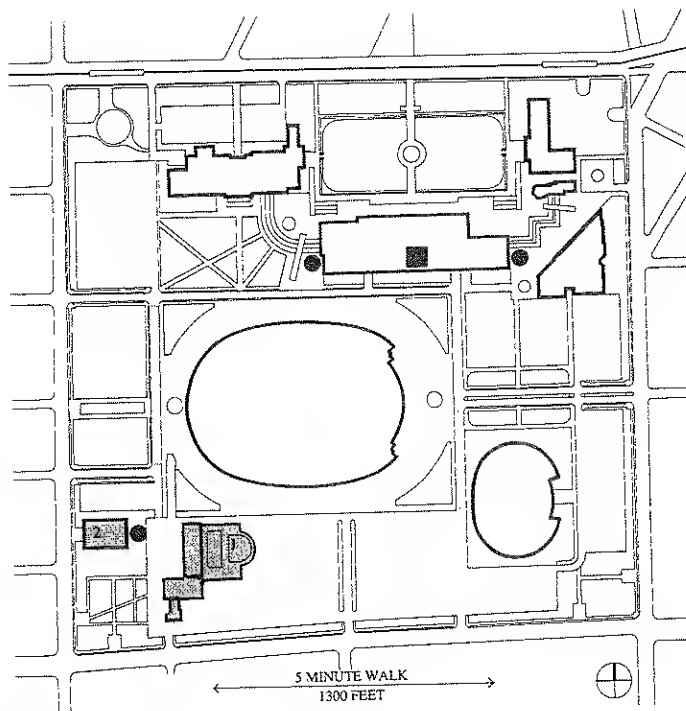
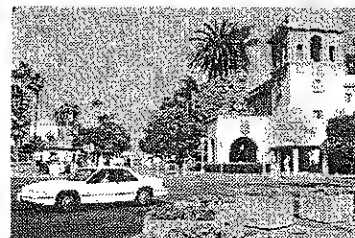


Diagram 22

Either the existing Swimming Stadium and Community Building would be renovated and expended or a new Community Center would be constructed in the southwest quadrant of the Park (both shown shaded light gray). The black circles indicate alternative locations for public restrooms and refreshment stands, and the black square indicates the location for a Park safety office.



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Colorful refreshment stands would be provided throughout the Park, with a variety of foods and price ranges. These would be supplemented by licensed street vendors on weekends and occasions attended by large crowds, as in San Diego's Balboa Park.

Facilities

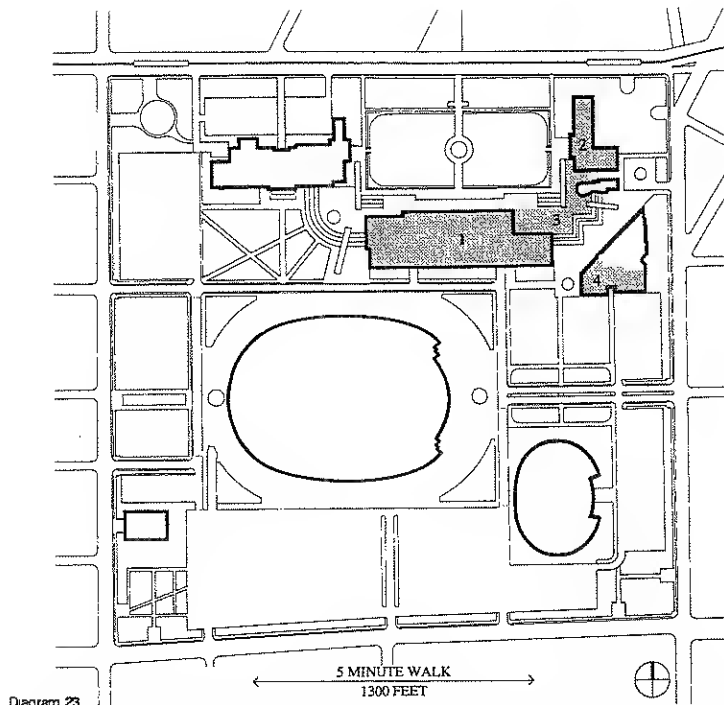


Diagram 23
Proposed renovation and expansion of museum and educational facilities in Exposition Park are shaded light gray in this plan diagram. The expanded California Museum of Science and Industry (1) would be linked to the Science Museum School (2) by a Science Education Resource Center (3). The California Afro-American Museum would be expanded to the south of the present building (4).

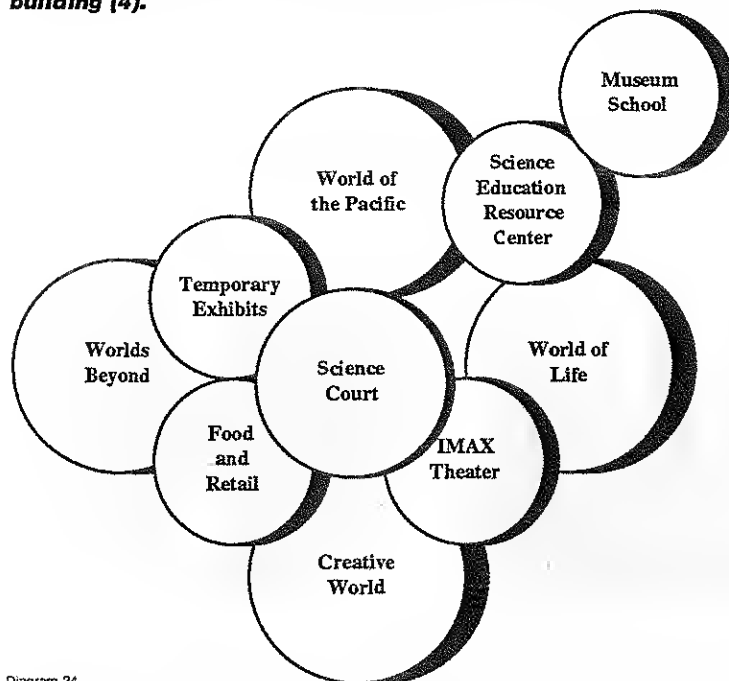


Diagram 24

All exhibition spaces and public facilities of the new integrated CMSI would be entered from the indoor Science Court, while the new Science Museum School would be linked to CMSI through the new Science Education Resource Center.

A preliminary space program for the California Museum of Science and Industry envisions about 600,000 square feet of facilities, to be built in at least two phases, with phase one about half of the total. The Museum's exhibition programs would be completely reorganized into four theme areas: World of the Pacific, Worlds Beyond, World of Life, and Creative World. The present campus with separate buildings would be replaced by a totally integrated facility with all theme areas entered from a large indoor public space called Science Court. Space for temporary exhibits, retail and food facilities, and a new IMAX theater would be entered directly from Science Court.

New educational facilities for CMSI would be part of a new Science Education Resource Center, which would house a multimedia library, classrooms laboratories, and offices in approximately 54,000 square feet of space. The regional Resource Center would promote excellence in science education and would be linked directly to both CMSI and the new Science Museum School. This neighborhood elementary School (52,000 square feet) would include 26 classrooms, library/media center, and multi-purpose/dining facility to serve a maximum enrollment of 900 students in grades pre K-5.

While the County Museum of Natural History would not expand its current facility in Exposition Park, the California Afro-American Museum would add approximately 30,000 square feet of office and support space to the existing building. No additional exhibit space is planned.

Linkages to Los Angeles

While the proposed renewal of Exposition Park can be expected to influence developments in the surrounding city, proposals for adjacent districts of Los Angeles will profoundly effect the Park's future. Soon the Los Angeles Community Redevelopment Agency is expected to plan the future of the Figueroa Street corridor. From Exposition Park Figueroa runs north to the Los Angeles Convention Center, where it bends slightly to pass through the heart of the downtown business district and touch the west end of the Civic Center. Preserving and growing local businesses will be one key to a vital and lively Figueroa Street. Today, though it connects a number of Los Angeles institutions, Figueroa is fairly invisible to the city at large, but it could be a highly visible link between downtown and Exposition Park at the gateway to South Central Los Angeles.

A renewed Exposition Park will stimulate the renewal of surrounding neighborhoods. Areas facing the Park on Figueroa, Martin Luther King, and Vermont are in the Hoover Redevelopment Area, and the CRA has studied their development with the community, proposing a mix of housing and service commercial uses. Where redevelopment has not yet occurred, medium density housing above parking structures with street level retail could be built facing the Park, and the green edge promenades of the Park could be repeated across the streets. Retail uses serving the neighborhood could also profit from Park visitors, and the amenity and views of the Park could create a prime residential address, as with other great urban parks.

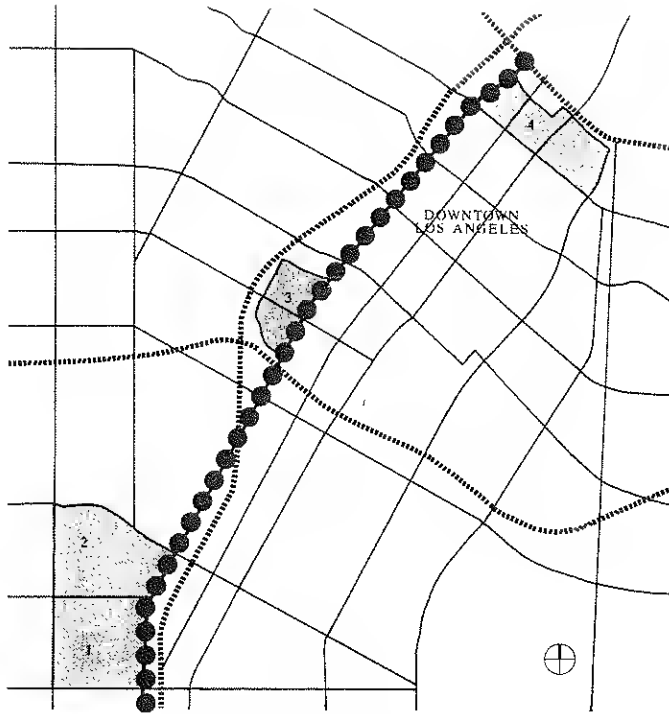
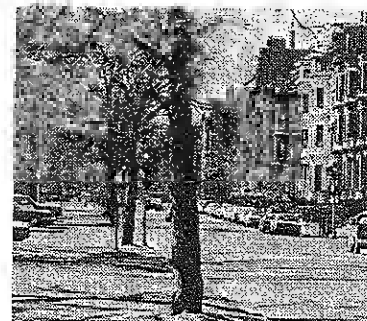


Diagram 25

The diagonal black line traces the route of Figueroa Street from Exposition Park (1) and USC (2), past the Convention Center (3), to the Civic Center (4) north of Downtown Los Angeles (shaded light gray). The Figueroa corridor could be made a highly visible linkage between Downtown and the community of South Central Los Angeles.



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Facing public parks is traditionally one of the most attractive locations in the city for medium density housing, as shown in these images from London and Boston. Renewing and beautifying Exposition Park would promote both renovation and development of new housing and retail shops along the streets surrounding the Park.

Linkages to Los Angeles

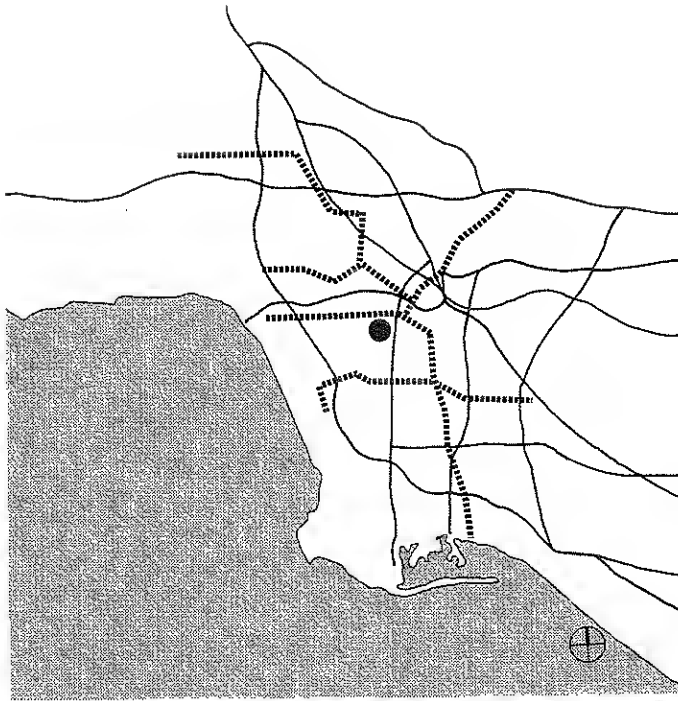


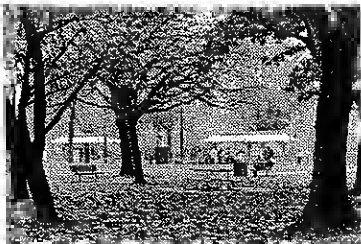
Diagram 26

While Exposition Park (black dot) is located near the apex of the Los Angeles regional freeway system, access to the Park will be augmented by its equally centralized location in the planned Metro Rail system (dashed lines). Major events, especially, should benefit from enhanced bus and rail access, and as spectators become accustomed to mass transit alternatives, the demand for event parking would decline.

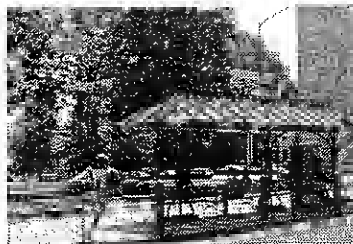
The five-way intersection of Figueroa Street with Exposition Boulevard and 37th Street is difficult and congested, especially during major events. Los Angeles Department of Transportation (LADOT) proposes making 37th Street one-way eastbound and Exposition Boulevard one-way westbound, with northbound traffic from the Harbor Freeway to exit on Hope Street and on to Exposition Boulevard. Also, LADOT proposes that Flower Street be one-way southbound, with Figueroa Street one-way northbound, while Master Plan Workshops suggested that Figueroa be retained as a two-way link to downtown and Grand Avenue become one-way northbound.

The couplet of 37th Street and Exposition Boulevard also flanks a proposed bus platform to be linked vertically with the Harbor Freeway busway now under construction. On the ground this location is isolated from its urban setting and will require careful design attention to connect to Exposition Park.

Extension of the Blue Line, on the other hand, can be integrated quite successfully with plans for the Park. Locally, construction of the rail line offers an opportunity to redesign Exposition Boulevard as a landscaped transit street. Regionally, the rail system will add a new dimension of accessibility to the Park, complementing street and freeway improvements. Also worthy of further discussion is a proposal for a bikeway along the Exposition right-of-way that would link the Park with Santa Monica and Venice beaches.



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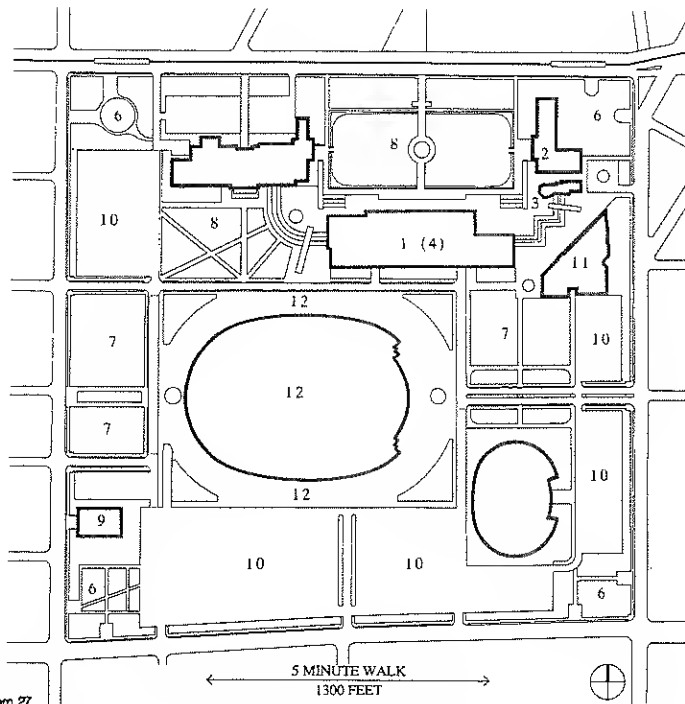
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These images of stations on the Banfield Light Rail Line in Portland, Oregon demonstrate how to integrate the Blue Line extension into the setting of Exposition Park and Exposition Boulevard. Rather than intruding on the Park or the Boulevard, the light rail would create a new focus of activity and life for the neighborhood as well as enhancing mobility.

The Projects Strategy

While envisioning a complete renewal and transformation of Exposition Park, we have deliberately chosen the phrase *Modest Interventions* to describe proposals for change, because this suggests the strategy required to realize the vision. While the overall direction is to make the Park whole again, the improvements will come incrementally as a limited series of strategic interventions which transform negatives into positives without doing too much.

Just as there are many interest groups with a stake in Exposition Park, there will be many different funding sources. Funds will become available over a period of time and this requires a project-oriented approach to the Park's future: an *adopt-a-project* strategy wherein different interests may take ownership of different projects to improve the Park, and work to secure the necessary funding to see them built. Indeed, two such projects already are funded. Funds for the Phase One Buildings of the new CMSI are in place, as are funds for the Science Museum School. Other projects necessary to the Park's future have been identified as an initial step toward securing their funding, and they are listed at the right.

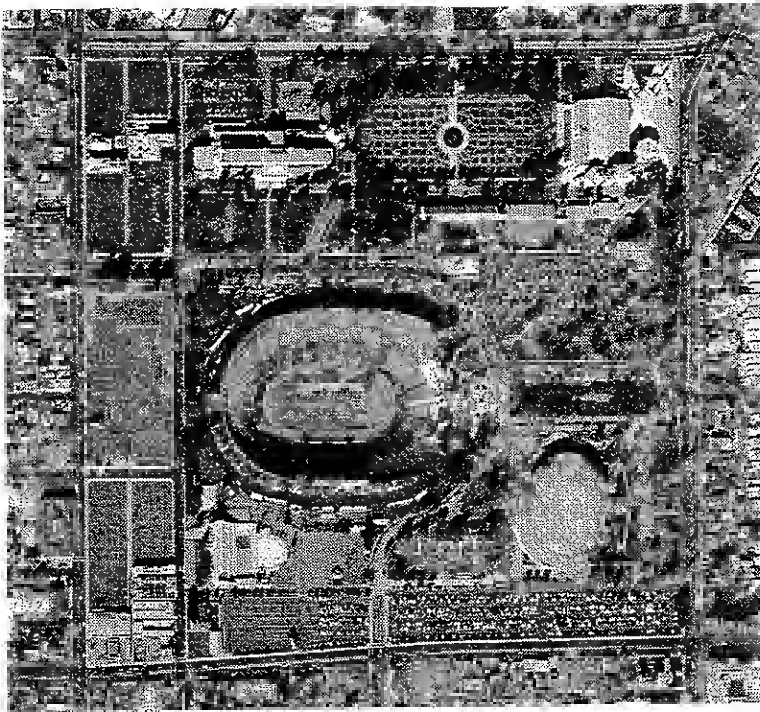


This plan diagram depicts the location of proposed projects in Exposition Park.

Master Plan Projects

1. **The California Museum of Science and Industry (Phase One Funded)**
2. **The Science Museum School (Funded)**
3. **The Science Education Resource Center**
4. **The Parking Structure below CMSI**
5. **Complete Land Acquisition between Menlo and Vermont Avenues**
6. **The Corner Parks and Edge Promenade**
7. **The Lawns, Entrance Drives, and Olympic Promenade**
8. **Rose Garden and other Open Space Renovations**
9. **The Community Center**
10. **Parking Lot Relocations, Renovations, and Landscaping**
11. **Expansion to the California Afro-American Museum**
12. **Coliseum Renovations and Coliseum Promenade**

Measuring the Results



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Master Plan Objectives

1. ***Provide a vision and depict the limits for the future development of the institutional uses of the Park, while reinforcing its dual role as a regional and community resource.***
2. ***Enhance the Park's character and landscape features by increasing the area available for passive and active recreational uses, defining entrances to the Park and facilities, providing a clearly delineated system of pedestrian walkways, and minimizing vehicular uses.***
3. ***Integrate the Park with the adjacent neighborhoods by providing convenient pedestrian transit linkages, minimizing traffic and parking impacts, and developing employment, recreational, educational, and cultural opportunities within the Park jointly with area residents.***
4. ***Preserve and interpret the historical legacy of the Park allowing the memories of the Park to be relived through appreciation of the historical significance of features such as the Rose Garden, the Coliseum, and other sites.***
5. ***Establish a framework of consistent and compatible design standards for future facilities in the Park, including criteria for siting, massing, circulation, landscape, and orientation elements of the plan.***
6. ***Strengthen and centralize Park management to encourage cooperation among institutional users and the effective management of Park resources such as circulation, parking, transit access, programming, security, maintenance, and marketing.***

Aside from the general objective of making Exposition Park both more beautiful and more accessible, we require means to measure proposals to improve the Park and premises to inform discussion and decisions regarding the Park's future. Early in the planning process, with this in mind, the Master Plan Advisory Committee to CMSI devised six objectives for the Master Plan, which were later validated in open discussions during Workshop One. These objectives form the shared understanding upon which all design proposals should be advanced and by which all political negotiations should be validated. The Sixth Objective, *to strengthen and centralize the Park's overall management*, should become the means in the future of ensuring that all the objectives are followed, as well as the means for ensuring continuing participation by all stakeholders in deciding the future of Exposition Park.

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